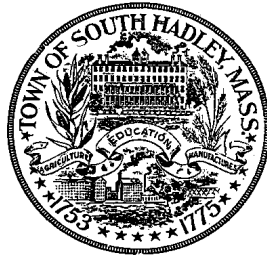


# TOWN OF SOUTH HADLEY

CARLENE C. HAMLIN  
Chair  
GREGORY R. SHEEHAN  
Vice-Chair  
ROBERT G. JUDGE  
Clerk  
JOHN R. HINE  
Member  
MARILYN G. ISHLER  
Member



BARRY L. DEL CASTILHO  
Interim Town Administrator  
Telephone (413) 538-5017  
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SELECTBOARD OFFICE  
116 Main Street, Suite 109,  
South Hadley, Massachusetts 01075-2896  
[selectboard@southhadley.org](mailto:selectboard@southhadley.org)

April 10, 2008

Dear Town Meeting Member:

To those of you recently elected as new town meeting members, Congratulations! You and I are both preparing for our first Annual Town Meeting.

Enclosed for your review are Fiscal Year 2009 departmental requests and goals for all town departments and Selectboard recommendations which this year differ very slightly from departmental requests. This budget book is specifically designed to assist you in making informed decisions at the annual and special town meetings scheduled for Saturday, May 10, 2008. Please take time to read it and familiarize yourself with its contents before the Appropriations Committee Public Hearing on the budget on April 15, 2008. As always, you are encouraged to contact any department head with questions or for additional clarification.

The budget book contains a variety of charts, graphs and information to provide as much data to you as possible. This material is intended to give an overall picture of the Town's financial health and historical trends and factors that contribute to revenues and expenditures.

Because this budget book is distributed prior to the Appropriations Committee's public hearing on the budget, it does not provide that Committee's recommendations on departmental requests, Selectboard or Capital Planning Committee recommendations, or items recommended by the Capital Planning Committee and Selectboard, and special town meeting articles with financial implications. The Committee will make its recommendations after the April 15 Public Hearing. The numbers appearing in the budget book are those recommended by the Selectboard as voted at its April 1 meeting. Because of these factors there will be changes between the items discussed at the Appropriations Committee Public Hearing and the final warrant mailed to town meeting members on or about April 29.

Details on how to use this Budget Book in the most effective and informative manner appear at the end of this narrative.

## Budget Overview

Consistent with budget instructions the past few years and distributed to staff on December 6, department heads were not restricted in their requests to a specific budgetary limit. Nevertheless, there were very few requests for expanded staff or services.

The budget numbers appearing under “FY09 Requested” reflect the initial departmental requests. The budget numbers appearing under “Selectboard’s Recommended” are those amounts voted by the Board at its meeting of April 1, 2008. Unlike recent years, the difference between original departmental budgets submitted and the adjustments or reductions that the Selectboard voted are minimal, reflecting corrections and adjustments rather than either disagreements with departmental requests or reductions required by financial constraints.

FY 2009 Budget Assumptions prepared in December by the Town’s financial staff directly follows this narrative. It has also been posted on the Town’s website under “Town Meeting Corner” since January. Copies of these assumptions were distributed to all town staff, Appropriations and School Committees. Significant changes since December are noted.

The budget Governor Patrick filed in January included a surprisingly large increase in Chapter 70 aid (\$1,242,000) and level-funded lottery distributions. In early March the House and Senate passed a joint resolution on local aid. As a result, the numbers that were presented in the Governor’s budget will be the numbers used by the House and Senate and adopted by the full Legislature (except that casino revenues will not be used as a source of level-funded lottery distributions). This concrete information on local aid helps us know with certainty what the Town’s state revenue will be in order to allocate revenues across all budgets.

The Chapter 70 increase was good news, indeed. Soon after the Governor’s budget was released, and again at the February 20 Tri-Board meeting, Representative John Scibak indicated that the large increase appeared to be the result of a formula adjustment making up for small increases in previous years. He recommended “cautious optimism” that the number would hold for South Hadley; and a few weeks later the joint resolution confirmed his view. This increase allowed elected and appointed Town officials to concentrate on the merits of departmental requests rather than fashioning a “cut list” to match recommendations with available funds. Although Representative Scibak also indicated that the formula change might result in another, albeit less dramatic, “bump” in Chapter 70 in FY10, several aspects of the Selectboard’s budget recommendations are made with an eye toward a less lucrative FY10 local aid increase.

## FY09 Proposed Budget Items of Note

### Staffing

Increases in staffing, hours worked or Town funding were received from three departments and represent primarily increases in Town funding for existing hours worked. Staffing levels of town departments from FY02 to proposed FY09 are included in the attached exhibits. FY09 proposed levels are still less than most other similarly sized communities.

### FY09 New Position

.5 Council on Aging Senior Clerk: This is a new 19½-hour position (\$11,458, with some amount likely required for benefits) that would replace Senior Aides who are no longer available to assist the department with its increasing workload.

## FY09 Funding Changes

.2 Council on Aging Cook: This is an increase in funding by the Town (\$6,256) from 27 to 35 hours, with a corresponding decrease in funding by the Nutrition Grant to help reduce the deficit in the nutrition program.

.13 Council on Aging Activity/Volunteer Coordinator: This is an increase of 4½ hours (\$2,954, with some amount likely required for benefits) to reinstate the previously Town-funded 15 hours, in addition to the Formula Grant-funded 15 hours, to help meet the increasing workload of the department.

2 Parks Department seasonal employees: This is Town funding (\$6,800) for these positions which are currently funded from the Buttery Brook Revolving Fund, revenues to which have dropped significantly.

29-hour Community Nurse: This combines 10- and 19-hour positions (\$4,548 due to a higher pay scale, with some amount likely required for benefits) to attract and retain a person for this position.

## Other Significant Budget Items

### Employee Pay and Benefits

Employee benefit cost increases are not quite the burden for FY09 that they have been in the past. Retirement is increased by \$114,473, or about 7.5%; but health insurance is increased by only \$101,362, or about 2.5% (for Town, School and SHELd employees), and there is no recommended increase for FICA/Medicare for FY09. Even at these relatively low levels of increase, employee benefits plus reasonable contractual and merit pay adjustments for Town and School employees continue to increase annually by approximately \$1,000,000, well in excess of the roughly \$750,000 in annual additional tax revenues for the Town. Only the large Chapter 70 increase has made the still conservative FY09 budget affordable for the Town of South Hadley while most other cities and towns struggle mightily with much smaller local aid increases.

### Ledges Golf Club

The new clubhouse at the Ledges Golf Club consumed considerable Selectboard, staff and Golf Clubhouse Committee time during the past year. The anticipated impact of that new clubhouse is reflected in the Selectboard's and Golf Commission's recommended FY09 budget (\$876,650, an increase of 3%) and the Golf Commission's projected revenues for FY09 (\$920,754, an increase of almost 25%). For the first time an operating surplus is projected: \$44,104. Including \$372,115 for the construction debt service, \$16,433 for clubhouse temporary debt service, an estimated amount for merit of \$1,331 in the Wage and Classification budget, a \$25,000 capital recommendation for water looping, and the estimated indirects related to the golf course that are funded in the General Fund of \$89,200, the FY09 projected deficit for the fund is \$459,975. The clubhouse debt service will begin in FY10. As the result of a successful grant application, this amount will be considerably less than it would have been.

In accordance with the current Department of Revenue manual on enterprise funds, indirect costs for the Ledges Golf Club are included in the Ledges Golf Club Enterprise Fund section of this document but will not be reflected in appropriations for, transfers to, or from the enterprise fund.

### Ambulance Fund

The recommended FY09 Ambulance budget is \$228,850, a decrease of \$141,047, or 38%. The projected FY09 Ambulance revenues are \$211,500, a decrease of \$408,500, or 66%. An FY08 Ambulance Fund operating surplus of \$250,000 has become an FY09 Ambulance Fund operating deficit of \$17,350. This change is the direct result of calls being responded to by (and the resulting revenue being received by) the District 1 Ambulance. That deficit is not a problem for FY09, because it can be covered by a current total Ambulance receipts reserved for appropriation (a kind of "fund balance") of more than \$600,000, which can also continue to cover the cost of two cruisers (\$56,000), as well as replacement dispatch consoles (\$161,174) and indirect costs (\$14,595). The deficit will be considerably larger in FY10 as more calls are answered by District 1; and the receipts reserved for appropriation will dwindle as they are tapped but not replenished.

### Capital Planning

Recommendations for capital appropriations total \$1,356,974: \$350,000 from the Waste Water Treatment Plant Fund, \$116,174 from the Ambulance Fund, and \$890,800 from the General Fund. The latter would require \$325,111 to be appropriated from some combination of the Capital Stabilization Fund or Stabilization Fund (or possibly Free Cash), but a funding plan that is included in this book following the Capital Planning Committee's report anticipates the repayment of that amount to those funds in FY10 if the Town's finances allow.

### FY 2008 Management and Operational Highlights

A full listing by department is included in departmental budget detail and on pages 52-143.

### Summary

This budget maintains the Town of South Hadley's longstanding position of working within the constraints of Proposition 2 1/2. This is achieved for FY09 largely as the result of a significant increase in Chapter 70 local aid, but also because of self-imposed restraints on departmental budget requests. The Town's commitment to maintaining a strong reserves position has proven to be a good decision, and that position will be strengthened by a considerably smaller appropriation from Free Cash for FY09 than for FY08. The Golf Course Fund deficit is projected to be considerably reduced for FY09, although clubhouse debt will add to the deficit for FY10. A new Ambulance Fund deficit is not a concern for FY09 but will be a greater concern in the future. The Capital Stabilization and/or Stabilization Funds are recommended to be used for increased capital spending in FY09, but with a plan to replenish that fund (or those funds) in FY10 if possible.

This budget process and the production of this information for Town Meeting members would have been impossible in the absence of a permanent town administrator without the dedicated work and expertise of staff and department heads of the Town who made it happen. I am, and the Town should be, very grateful for their service. Please make every effort to contact staff to answer some of your questions before the hearing and before Town Meeting, and I will help if I can. We are here to help.

Thank you for your time and consideration.

Sincerely,  
TOWN OF SOUTH HADLEY

Barry L. Del Castilho  
Interim Town Administrator

### How to Use this Book

This budget book is divided into three sections. The first section gives an overview of the Town's organization and current/projected staff levels. It also contains information on the Town's budget process and includes detailed graphs and charts outlining its financial position. Specific costs allocations have been made for services, benefits, and debt service, which are allocated to the town budget but are offsets to the School Department, South Hadley Electric Light Department and Enterprise Funds (landfill, sewer, and golf course).

The second section includes departmental budget requests, FY09 Goals and Objectives, and previous year accomplishments. These budgets detail important program and service levels achieved during the prior 12 months and are prospective for FY09.

The third and final section of this document provides a detailed listing of tentative annual and special town meeting warrant articles and includes the recommendations of the Capital Planning Committee and those items supported and voted by the Selectboard for capital funding for FY09.

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## **Section I**

### **Fiscal Year 2009 Town Budget**

#### **Financial Analysis and Proposed Departmental Budgets with Goals and Objectives**

#### **Selectboard**

*Carlene C. Hamlin, Chair*  
*Greg Sheehan, Vice-Chair*  
*Robert Judge, Clerk*  
*John G. Hine, Member*  
*Marilyn G. Ishler, Member*

*Barry Del Castilho, Interim Town Administrator*

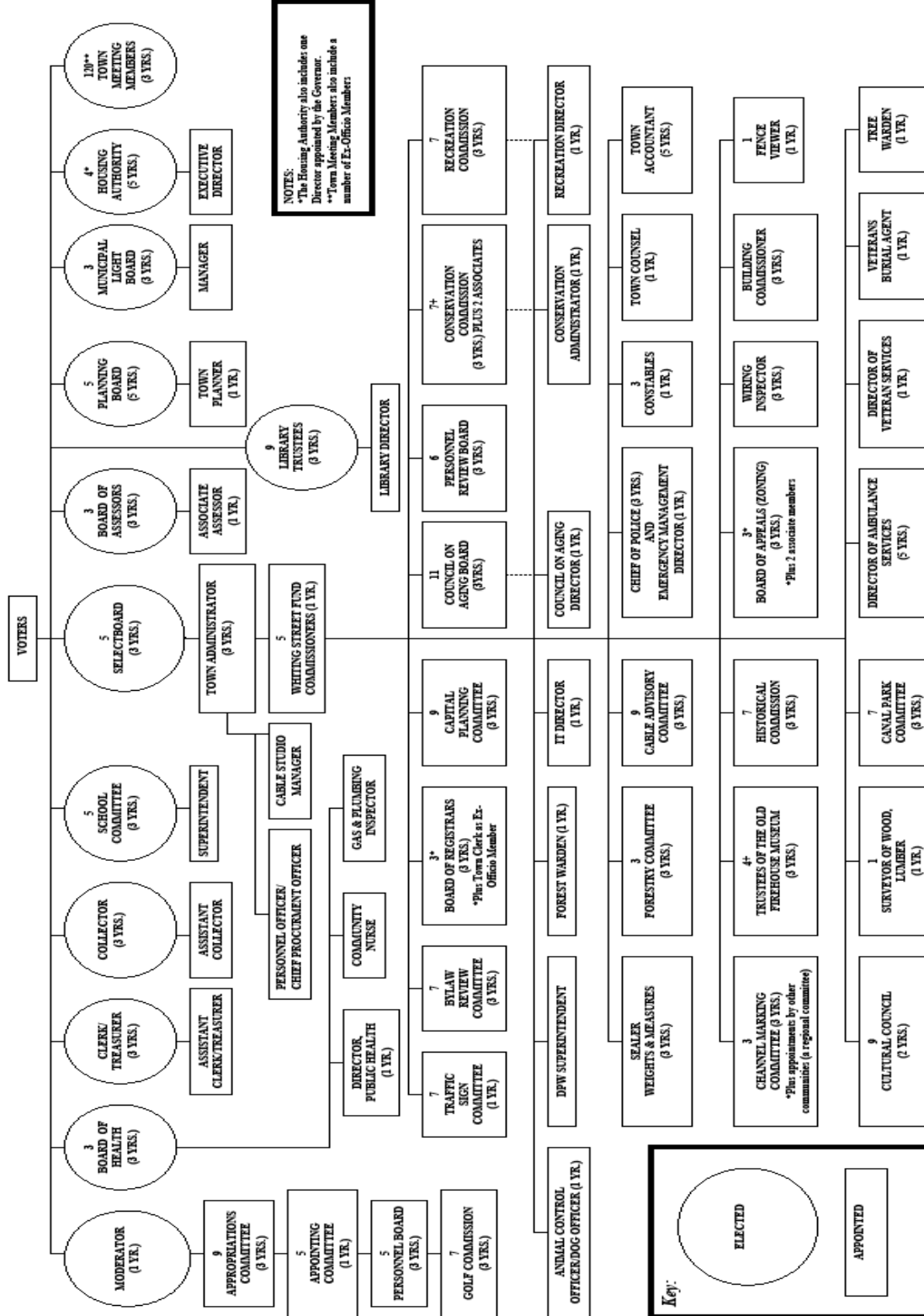
*William C. Sutton, Town Accountant*

## **Fiscal Year 2009 Budget and Capital Review Calendar**

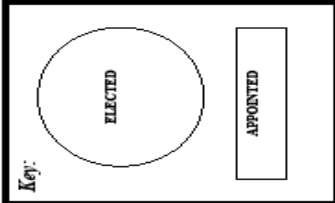
12/06/07	Budget Instructions and Forms Distributed to Town Departments
01/04/08	Departmental Budgets Due
01/07/08-01/16/08	Budget Materials Compiled, Reviewed by Interim Town Administrator and Town Accountant
01/18/08	Budget and Supporting Materials Distributed to Appropriations Committee, Selectboard, Capital Planning Committee
01/22/08-02/19/08	Selectboard Review Budgets with Department Heads
01/28/08-04/04/08	Appropriations Committee Reviews Budgets with Department Heads
01/21/08-02/18/08	Capital Planning Committee Reviews Capital Requests with Department Heads
03/21/08	Deadline for Receipt of All Warrant Articles (including those submitted by petition)
03/24/08-04/11/08	Budget Packet Information Preparation Drafting of Warrant
04/11/08	Budget Packet Available with list of Warrant Articles for pick-up for Town Meeting Members
04/15/08	Public Hearing on the Budget (Proposed)
04/23/08	Tri-Board Meeting (Proposed)
04/29/08	Deadline for Appropriations Committee Recommendation
04/30/08	Final Warrant with Appropriations Committee Recommendations Mailed to Town Meeting Members
05/10/08	Annual Town Meeting

# Organizational Chart

## TOWN OF SOUTH HADLEY GOVERNMENT



**NOTES:**  
 \*The Housing Authority also includes one Director appointed by the Governor.  
 \*\*Town Meeting Members also include a number of Ex-Officio Members.



## Town Organization Summary by Department

<i><b>Department</b></i>	<i><b>Director</b></i>
Accounting	William Sutton, Town Accountant
Ambulance	Kenneth McKenna, Ambulance Director
Assessors	Melissa Couture, Associate Assessor
Building	Steven Reno, Building Commissioner
Collector	Deborah Baldini, Collector
Conservation Commission	Janice Stone, Conservation Administrator
Council on Aging	Joanne Trybus, Director
Emergency Management	Forest Price, Director
Human Resources/Procurement	Jennifer Wolowicz, Personnel Officer Chief Procurement Officer ADA Coordinator
Information Technology	Daniel Evans, IT Director
Library	Joseph Rodio, Director
Planning	Richard Harris, Town Planner
Plumbing	Fred Marion, Plumbing Inspector
Police	David Labrie, Chief of Police
Public Health	Sharon Hart, Director
Public Works	James Reidy, DPW Superintendent Right to Know Coordinator
Recreation	Andrew Rogers, Director
Interim Town Administrator	Barry Del Castilho
Town Clerk/Treasurer	Judith Barthelette
Tree Warden	Michael Lamontagne
Veterans	John A. O'Connor, Veterans Agent
Wiring	Roy Rivers, Wiring Inspector

## Municipal Finance Terminology

*The following terms are frequently used in this report and at Town Meetings:*

**Appropriate:** Appropriate is to authorize spending. Once an appropriation for a budget or special article has been made by Town Meeting, the appropriation can be changed only by another Town Meeting with one exception – a transfer from the Reserve fund.

**Available Funds (Free Cash):** Available funds is the amount (certified annually by the State Bureau of Accounts) determined by deducting from surplus revenue, all uncollected taxes from prior years. This money may be used by a vote of the Town Meeting.

**Cherry Sheet:** Named for the cherry colored paper on which the Commonwealth's Department of Revenue has traditionally printed it, the Cherry Sheet carries the estimates of assessments and offsets to be charged to the Town by the state, as well as the estimated tax distributions from the General Fund, reimbursement, agency funds, and other monies to be distributed to the Town.

**Reserve Fund:** This fund is established by vote at an annual Town Meeting and may be composed of an appropriation (not exceeding 5% of the tax levy of the preceding year). It is used by vote of the Appropriations Committee to fund unusual or unforeseen expenses as required.

**Stabilization Fund:** This is a fund created to provide a reserve for future expenditures. Appropriations from the Stabilization Fund may be made at an Annual Town Meeting by a 2/3's vote for any purpose the Town is authorized to borrow money.

**Surplus Revenue:** Surplus revenue is the amount by which cash, accounts receivable, and other current assets exceed liabilities and reserves.

**Tax Levy Limit:** The tax levy limit is the maximum property tax dollars the Town is permitted to raise under the provisions of Proposition 2 ½.

**Tax Rate:** The tax rate is set by the Board of Assessors based upon estimates of disbursements and receipts.

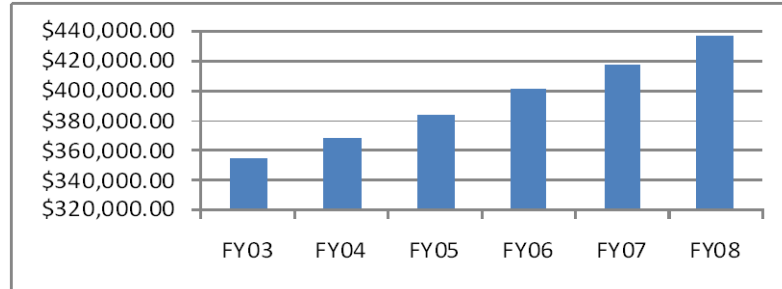
## FY 2009 Budget Assumptions

The following information was provided to departments at the beginning of the budget process to aid in the preparation of the FY09 budget requests. Several figures have been updated to provide the current amounts being used in the budget process, and illustrations have been incorporated as well.

### Revenue Assumptions

1. The Town is allowed to increase its tax levy limit 2.5% from the previous year's base. This will increase the limit in FY09 approximately \$ 456,015.

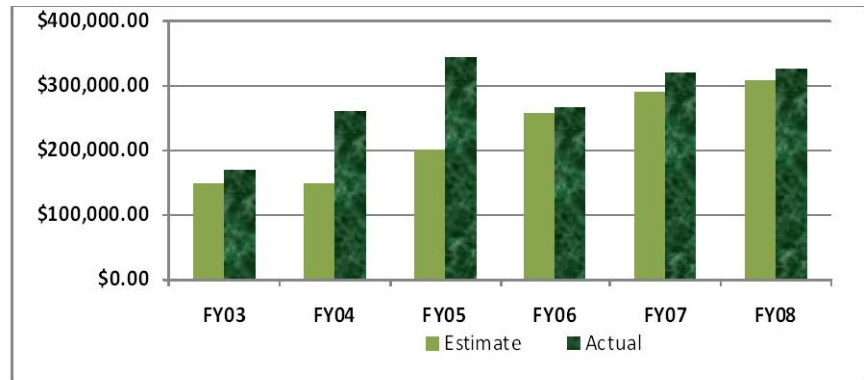
<b>FY03</b>	<b>\$354,915.00</b>
<b>FY04</b>	<b>\$368,004.00</b>
<b>FY05</b>	<b>\$383,720.00</b>
<b>FY06</b>	<b>\$401,864.00</b>
<b>FY07</b>	<b>\$418,545.00</b>
<b>FY08</b>	<b>\$436,989.00</b>



**Trend:** This amount increases each year by a nominal amount.

2. FY09 new growth is estimated to be \$302,878 (policy is three year average )

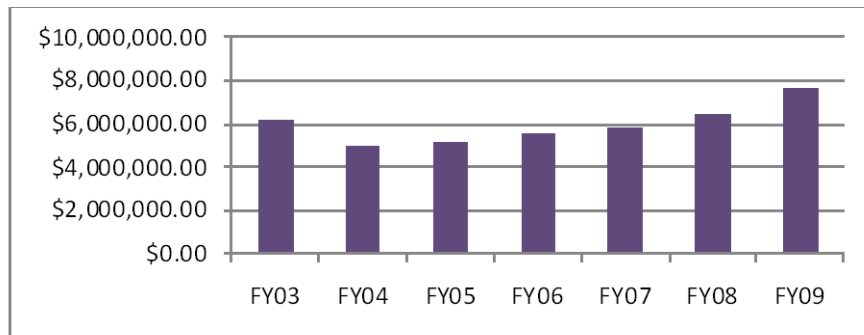
<b>FY</b>	<b>Estimate</b>	<b>Actual</b>
FY03	\$150,000.00	\$168,646.00
FY04	\$150,000.00	\$260,620.00
FY05	\$200,000.00	\$342,037.00
FY06	\$257,101.00	\$265,355.00
FY07	\$289,300.00	\$319,190.00
FY08	\$308,941.00	\$324,089.00



**Trend:** With the exception of FY05, the Town's projection of this amount has been fairly reliable. It is assumed that the ranges will remain at the amount predicted here.

3. Chapter 70 state aid is originally estimated to show a slight increase of 3% to \$6,615,655. The FY08 amount is estimated to be \$6,422,966. However, this is still just above FY02 levels. **April update: The increase used for the FY09 budget projections has been changed to \$7,665,297, a change of approximately 15.8%.**

<b>FY03</b>	<b>\$6,171,610.00</b>
<b>FY04</b>	<b>\$4,949,208.00</b>
<b>FY05</b>	<b>\$5,178,059.00</b>
<b>FY06</b>	<b>\$5,531,820.00</b>
<b>FY07</b>	<b>\$5,867,471.00</b>
<b>FY08</b>	<b>\$6,422,966.00</b>
<b>FY09</b>	<b>\$7,665,297.00</b>

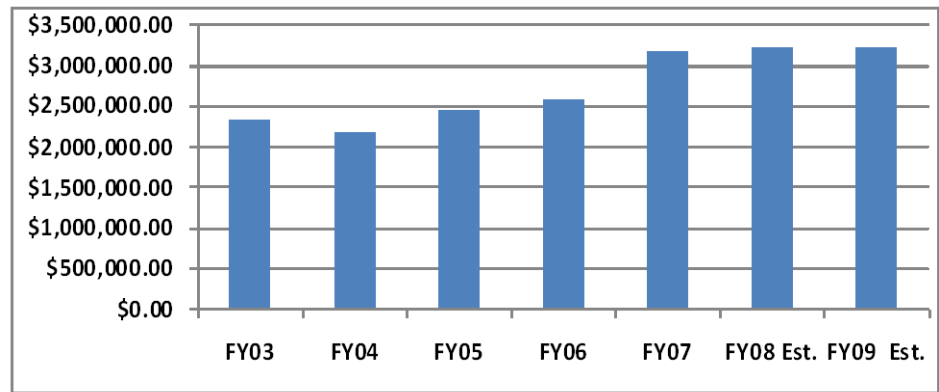


**Trend:** After a significant reduction in FY04, amounts began to go back up in FY05 and FY06 and have shown a slight increase since.



#### 4. Lottery Aid

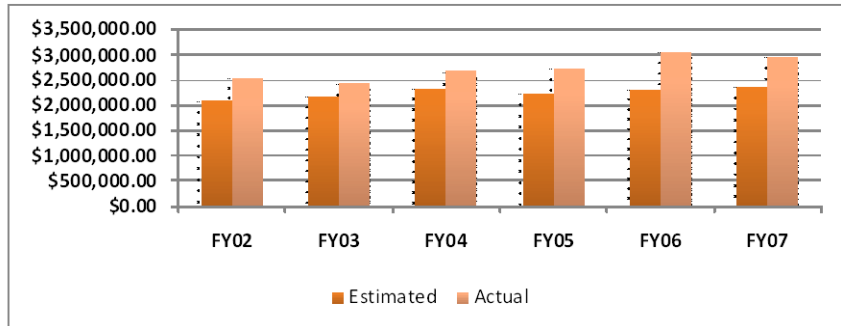
FY03	\$2,335,238.00
FY04	\$2,189,688.00
FY05	\$2,459,522.00
FY06	\$2,575,191.00
FY07	\$3,173,547.00
FY08 Est.	\$3,230,315.00
FY09 Est.	\$3,230,315.00



**Trend:** Lottery Aid remained constant until FY07 with a significant increase over FY06 as a result of uncapping of the lottery to cities and towns. Level funding is projected.

5. In FY09 General Fund Receipts will be increased by \$50,000 to \$2,494,240. In FY08 General Fund Receipts were increased by \$75,000 to \$2,449,240. **April update: An additional increase of \$95,000 has been projected for FY09, bringing the total estimated General Fund Receipts to \$2,594,240.**

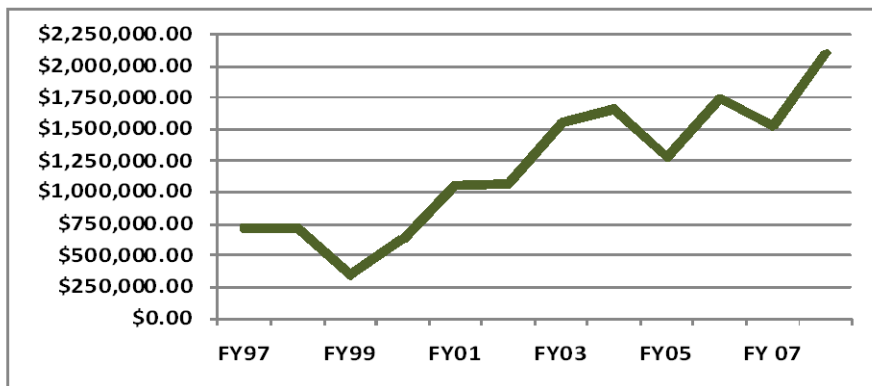
Fiscal Year	Estimated	Actual
FY02	\$2,089,952.00	\$2,522,987.00
FY03	\$2,173,550.00	\$2,428,789.00
FY04	\$2,321,780.00	\$2,679,054.00
FY05	\$2,243,171.00	\$2,736,786.00
FY06	\$2,288,693.00	\$3,053,799.00
FY07	\$2,374,240.00	\$2,966,216.00
FY08	\$2,449,240.00	
FY09	\$2,594,240.00	



**Trend:** While growing, Local Receipts can vary by fiscal year. Actually a small decrease was recognized in FY07 from FY06. A conservative approach will continue to be employed when forecasting amounts as this generates the bulk of the surplus funds at year end which feeds our certified Free Cash.

#### 6. Certified Free Cash

FY97	\$718,471.00
FY98	\$724,947.00
FY99	\$347,624.00
FY00	\$627,791.00
FY01	\$1,059,020.00
FY02	\$1,067,102.00
FY03	\$1,548,768.00
FY04	\$1,663,785.00
FY05	\$1,282,817.00
FY 06	\$1,743,995.00
FY 07	\$1,526,792.00
FY 08	\$2,097,666.00



**Trend:** Tighter budgeting, departmental turn-backs and several one-time amounts have increased Free Cash significantly in the past five years FY08's Free Cash amount is the highest the Town has seen, however Free Cash is not expected to grow this much or be this high in future years. It is assumed that future Free cash amounts will be lower around the \$1.4-1.7, 000,000 range and should be reserved for one-time expenditures such as capital items.

7. Because of aggressive prior year collections, tax title collections are expected to decrease over FY07 levels. As of November 16, 2007 we have received \$28,751

<u>Fiscal Year</u>	<u>Estimate</u>	<u>Actual</u>	
FY03	\$160,854.00	\$168,011.00	
FY04	\$139,797.00	\$139,435.00	*
FY05		\$136,804.00	*
FY06		\$128,418.00	*
FY07		\$252,511.00	*
FY08 to Date:		\$28,751.00	

\* Does not include additional amounts received as part of delinquent Districts tax.

**Trend:** This revenue will decrease over FY07 levels.

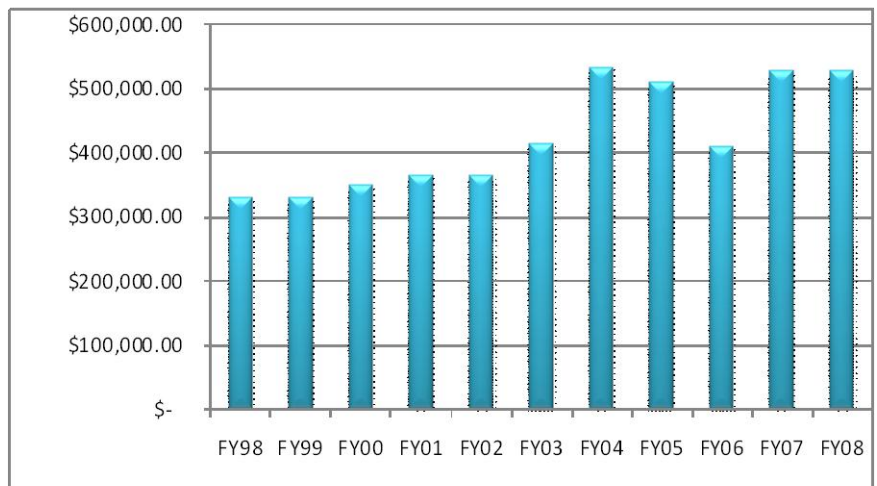
8. Medicaid reimbursements are assumed to continue at a steady rate with a minimum collection of \$100,000.

<u>Fiscal Year</u>	<u>Estimated</u>	<u>Actual (Net)</u>	<u>Variance</u>
FY01		\$51,057.00	
FY02		\$67,816.00	
FY03		\$257,584.00	
FY04	\$75,000.00	\$113,199.00	\$38,199.00
FY05	\$75,000.00	\$205,611.00	\$130,611.00
FY06	\$100,000.00	\$133,196.00	\$33,196.00
FY07	\$100,000.00	\$172,950.00	\$72,950.00
FY08	\$100,000.00		

**Trend:** This revenue source has only been estimated for a few years and still varies widely. As a result, a conservative estimate will continue to be employed.

9. **SHELD Payments to Town – 10 Year Analysis**

	<u>Pilot</u>	<u>% Incr/Decr FY TO FY</u>
FY98	\$ 330,000.00	-13.20%
FY99	\$ 330,000.00	0.00%
FY00	\$ 350,000.00	6.10%
FY01	\$ 365,103.00	4.30%
FY02	\$ 365,000.00	-3.00%
FY03	\$ 416,000.00	14.00%
FY04	\$ 535,000.00	28.60%
FY05	\$ 510,000.00	-4.70%
FY06	\$ 410,000.00	-19.60%
FY07	\$ 527,600.00	28.70%
FY08	\$ 527,600.00	0.00%

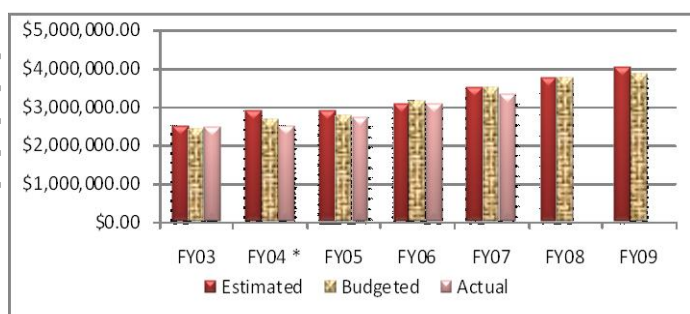


**Trend:** The FY2009 payment from SHELD is projected to be level funded at this time.

## Expense Assumptions

1. A balanced budget is required by law.
2. Of the nine major bargaining units in Town (two Town, seven School), only the Town's contracts are settled for FY09.
  - A 1% increase on DPW wages is approximately \$7,600. The FY09 contract calls for a 3% increase which equals approximately \$22,800.
  - A 1% increase in police wages is approximately \$12,600. The FY09 contract calls for a 3% increase which equals approximately \$37,800.  
(this does not include other benefits like Quinn Bill, Holidays, etc...)
  - For each 1% granted in wages to Exempt Personnel (about 69 positions) the increase is approximately \$23,400.00. The FY 08 budget was \$79,700. The FY09 request could be approximately \$85,000. However, due to the uncertainty of the union organization, this amount is subject to change.
  - Not all the School Department contracts are settled for FY09. These contracts will need to be negotiated.
  - An estimate of 5% is used for School Department projected costs, which represents approximately \$895,000. Food Service employees are funded by a revolving fund exclusive of benefits, which are budgeted on the town-side.
  - Town of South Hadley's Net School Spending amount as budgeted for FY08 exceeded the minimum amount required under the education reform formula by **\$2,382,839.**
3. The cost of health insurance plans for active and retired employees is expected to increase by 6.7% (\$253,975) in FY09 to \$4,019,613.00. In FY08 a 7.6% increase was assumed. In FY07 a 10% increase was assumed however the actual increase was 7.4%. In FY06 a 15.2% increase was assumed and the actual was 12.7%. **April update: The fiscal year 2009 budget has been projected to increase by approximately 3%, a change of only \$101,362.**

Fiscal Year	Estimated	Budgeted	Actual
FY03	\$2,519,322.00	\$2,419,104.00	\$2,451,397.00
FY04 *	\$2,902,924.00	\$2,691,000.00	\$2,531,492.00
FY05	\$2,911,000.00	\$2,760,000.00	\$2,742,237.00
FY06	\$3,088,800.00	\$3,180,539.00	\$3,090,848.00
FY07	\$3,498,977.00	\$3,498,977.00	\$3,320,486.00
FY08	\$3,765,638.00	\$3,765,638.00	Not Yet Known
FY09	\$4,019,613.00	\$3,867,000.00	Not Yet Known

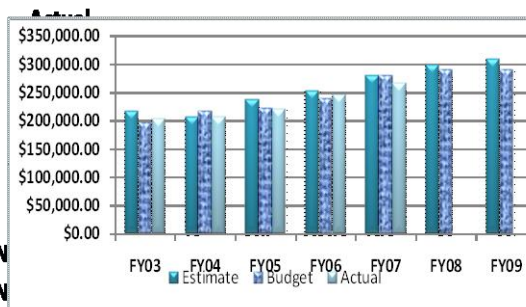


\*This included a shift in the contribution rate for retirees from 60% to 54%.

**Trend:** Health insurance costs for active employees and retirees will continue to increase in double-digit amounts. Budget projections in the line item are not reliable.

4. In FY09 Medicare/Social Security Taxes will increase \$20,000 to \$310,000. **April update: No increase is being requested.**

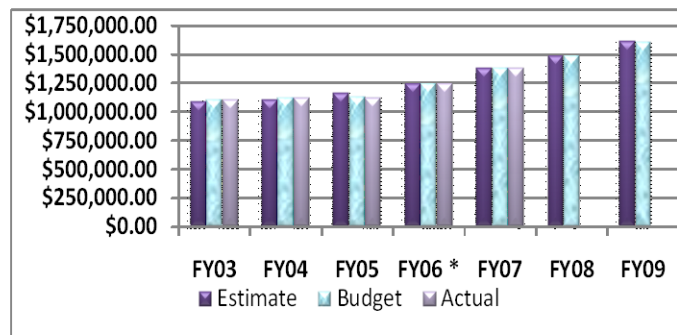
Fiscal Year	Estimate	Budget
FY03	\$217,000.00	\$197,530.00
FY04	\$207,405.00	\$218,000.00
FY05	\$238,000.00	\$222,000.00
FY06	\$254,000.00	\$240,000.00
FY07	\$280,000.00	\$280,000.00
FY08	\$300,000.00	\$290,000.00
FY09	\$310,000.00	\$290,000.00



**Trend:** This expense item will continue to increase into the foreseeable future.

5. FY09 Retirement Assessments will increase \$121,796 to \$1,613,262. **April update: An increase of \$114,473 is being requested.**

Fiscal Year	Estimate	Budget	Actual
FY03	\$1,086,524.00	\$1,108,185.00	\$1,109,958.00
FY04	\$1,103,472.00	\$1,125,133.00	\$1,120,886.00
FY05	\$1,169,165.00	\$1,129,577.00	\$1,126,471.00
FY06 *	\$1,251,926.00	\$1,245,166.00	\$1,245,166.00
FY07	\$1,386,568.00	\$1,386,568.00	\$1,380,001.00
FY08	\$1,491,466.00	\$1,491,466.00	Not Yet Known
FY09	\$1,613,262.00	\$1,605,939.00	Not Yet Known

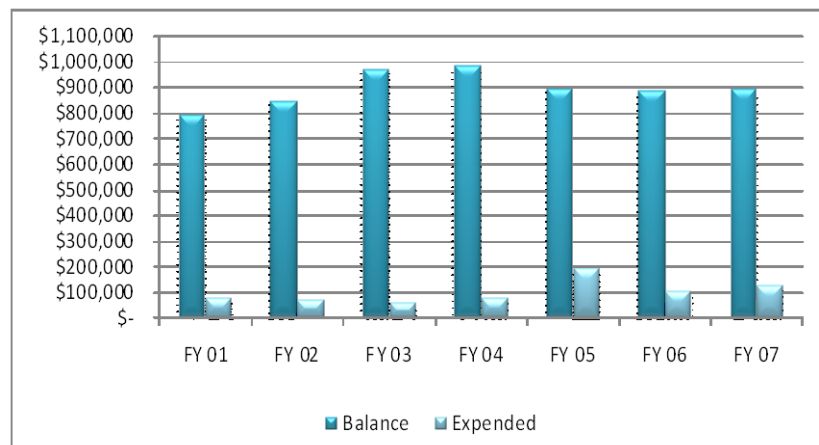


\*includes first-time assessments for the early retirement incentive program

**Trend:** This amount will continue to increase significantly as baby boomers retire.

6. FY09 Workers Compensation Allocation will be \$ 65,000

Fiscal Year	Balance	Expended
FY 01	\$ 793,806	\$ 79,947
FY 02	\$ 847,060	\$ 69,401
FY 03	\$ 972,797	\$ 60,268
FY 04	\$ 980,440	\$ 77,255
FY 05	\$ 894,654	\$ 198,930
FY 06	\$ 887,023	\$ 108,843
FY 07	\$ 893,071	\$ 129,860



**Trend:** This account will continue to be funded at a minimum of \$55,000 to fund annual administrative costs; any additional increases will be as a direct result of payments for worker injuries.

7. In FY09, for the seventh consecutive year, the Golf Enterprise Fund will not meet budget and will incur a deficit of approximately \$535,000. The new clubhouse should help with the deficit but it will take a couple of years to see how this really plays out. **April update: The projected deficit is \$459,975.**

<u>Fiscal Year</u>	<u>Estimated @ ATM</u>	<u>Actual</u>	<u>Variance</u>
FY03		(\$550,553.00)	
FY04	(\$414,082.00)	(\$522,175.00)	(\$108,093.00)
FY05	(\$572,954.00)	(\$623,079.00)	(\$50,125.00)
FY06 *	(\$526,444.00)	(\$551,670.00)	(\$25,226.00)
FY07	(\$562,312.00)	(\$501,020.00)	\$61,292.00
FY08	(\$568,000.00)		

\*change in management structure/operations

\* Indirect costs are not reflected in the above numbers but will be starting in FY09

**Trend:** The golf course is not anticipated to meet budget for the foreseeable future because of the annual bond payments. It is hoped that it will meet expenses absent the bond within the next two fiscal years.

8. SPED and homeless costs for FY09 are unknown at this time. However, the amounts included in the FY08 budgets were \$211,570.
9. With the new capital plan, no additional allocations are requested to the Stabilization Fund at this time. The goal is to maintain the balance and annually fund a sum of capital within the annual budget of the Town. Mount Holyoke will not be making further donations to this account.

<u>Fiscal Year</u>	<u>Appropriated</u>	<u>Balance @ June 30</u>
FY01	\$ 250,000.00	\$ 1,129,984.48
FY02	\$ 60,000.00	\$ 1,268,818.42
FY03	\$ 25,000.00 *	\$ 1,496,372.25
FY04	\$ 48,099.00 **	\$ 1,615,633.81
FY05	\$ 25,000.00	\$ 1,688,109.28
FY06	\$ 60,000.00	\$ 1,818,342.14
FY07	\$ -	\$ 1,733,630.29
FY08 (Est)	\$ -	\$ 1,918,535.43
FY09 (Est)	\$ -	\$ 2,103,536.43

\* \$25,000 gift from Mount Holyoke College

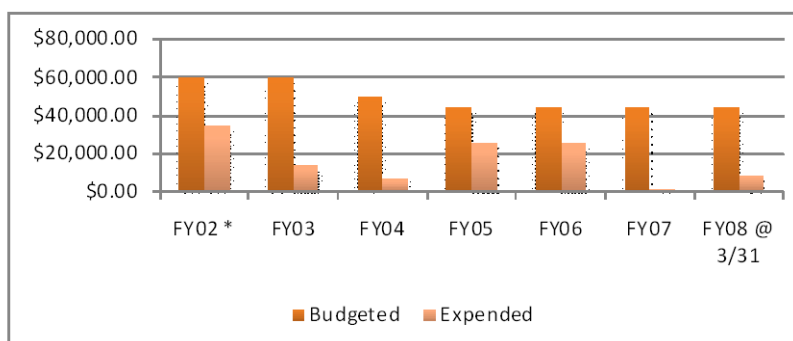
\*\* \$25,000 from Mount Holyoke College, \$28,150 from taxation, and \$419,949 from savings is Tree Department

#### Capital Stabilization Fund

<u>Fiscal Year</u>	<u>Appropriated</u>	<u>Balance @ 6/30</u>
FY06	\$ 148,000.00	\$ 152,922.92
FY07	\$ 102,500.00	\$ 257,347.39
FY08 (Est)	\$ (73,700.00)	\$ 207,647.39

10. The Reserve Fund in FY2009 will be \$45,000.

Fiscal Year	Budgeted	Expended
FY02 *	\$60,000.00	\$34,748.00
FY03	\$60,000.00	\$13,780.00
FY04	\$50,000.00	\$6,548.00
FY05	\$45,000.00	\$25,967.00
FY06	\$45,000.00	\$25,619.00
FY07	\$45,000.00	\$1,066.00
FY08 @ 3/31	\$45,000.00	\$8,887.00

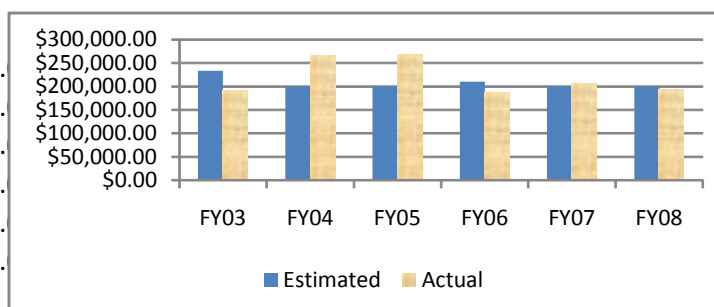


\* new budget process implemented

**Trend:** Tighter budgeting and low incidences of unforeseen events should keep this expense item stable.

11. The allowance for abatements and exemptions for FY 2009 will be approximately \$200,000.

Fiscal Year	Estimated	Actual
FY03	\$233,000.00	\$190,562.
FY04	\$200,000.00	\$264,791.
FY05	\$200,000.00	\$267,547.
FY06	\$210,000.00	\$187,774.
FY07	\$200,000.00	\$206,440.
FY08	\$200,000.00	\$192,277.



**Trend:** The reserve of \$200,000 has proven reliable as a projected amount.

12. In FY09, the estimated expense for maturing debt is \$3,846,656 (\$2,577,497 Principal & \$1,269,159 Interest). In FY09 Short-Term interest is estimated at \$42,720. In FY08 the estimated expense for maturing debt is \$3,900,947 (\$2,538,393 Principal & \$1,362,554 Interest). In FY08 the debt exclusion portion of maturing debt is \$2,355,773 (\$1,445,000 Principal, \$ 910,773 Interest) with a reimbursement of \$1,434,140 from the Commonwealth. In FY08 Short-Term interest is \$15,760.

#### TOTAL DEBT

FY09	\$3,889,376
FY08	\$3,916,707
FY07	\$3,766,108
FY06	\$4,008,313 (\$2,471,667 Principal & \$1,536,646 Interest)
FY05	\$4,051,994.00 (\$2,430,258 Principal & \$1,621,736 Interest)
FY04	\$4,236,329.00 (\$2,518,507 Principal & \$1,717,822 Interest)

In FY09 the debt exclusion portion of maturing debt is estimated at \$2,294,373 (\$1,445,000 Principal plus \$849,373 interest). In FY06 the debt exclusion portion of maturing debt was \$2,500,004 (\$1,440,000 Principal, \$1,060,004 Interest)

## Program Assumptions

1. All programs, services, and staffing will strive to be preserved at FY08 levels. New positions will be reviewed within the overall scope and initiatives of departmental needs. **ALL NEW POSITIONS MUST REFLECT TOTAL BENEFITS COSTS.** The availability of funds and previous indication of need in prior year budgets will also be considered. Town side focus this year will be on I.T. support, DPW capital and restoring those services/hours still remaining from FY03 cuts if warranted.
2. Long-range budget and strategic planning will continue to be a priority and will continue to be pursued to track deteriorating infrastructure and unmet capital and operational needs while trying to insure the best use of available resources.

## Property Taxes

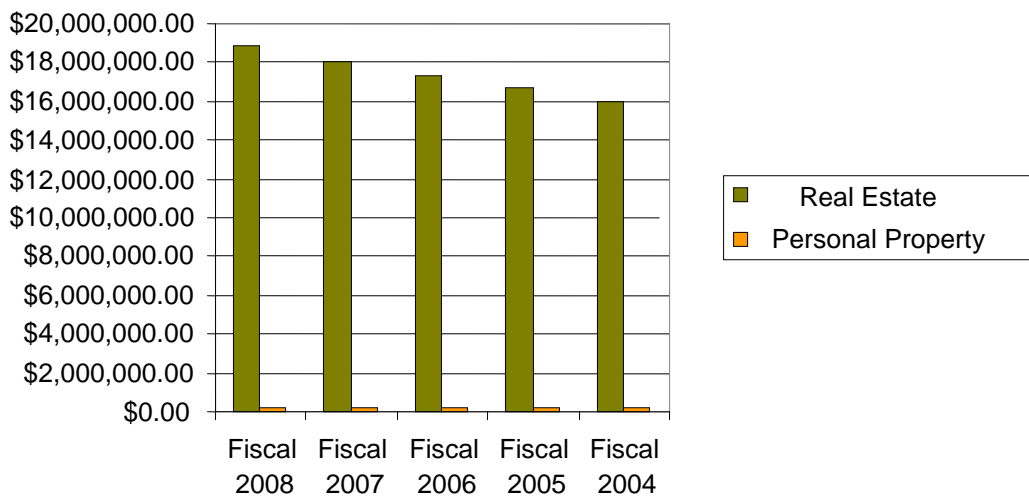
What are property taxes? Property taxes are the key resource for revenue within cities and towns in the Commonwealth. The Assessor's office establishes the "full and fair cash value" of each of the Town's approximately 7,100 taxable real estate parcels and approximately 300 business personal property accounts. The assessed values are the basis of the distribution of the Town's annual property tax levy. Once local receipts are "backed out" of the total budget, the amount remaining is considered the tax levy. This amount is then divided by the total assessed value of the Town. This formula generates a tax rate that is then applied to each individual assessment. This tax revenue is what pays for services in the Town that are not covered by their own fund, state aid or by receipts such as motor vehicle excise, building permit fees, etc.

There are three major components that influence the amount of revenue that can be generated by the property taxes:

1. *Automatic 2.5% increase*-- Based on Proposition 2 ½, a community's levy limit increases automatically by 2.5% over the previous year's limit. This amount is estimated to be \$456,015 for FY 2009.
2. *New Growth* – A community is allowed to increase its tax levy limit beyond the capacity of Proposition 2 ½ by the amount of new growth within the community. This includes new homes, additions, outbuildings etc. Assessors are required to present to the Department of Revenue for its approval, information on growth in the tax base as part of the tax rate setting process. In FY 2009 new growth to be added to the tax levy is approximately \$302,878.
3. *Overrides/Debt Exclusions* – When a community votes in an **override** this creates a **permanent** increase in the annual levy limit. When a **debt exclusion** is passed the levy limit is increased **temporarily** for the life of the debt only. Our most recent debt exclusion was for the school building projects, totaling \$28,690,000.

The following chart shows the actual tax revenue for the current fiscal year and the three previous years.

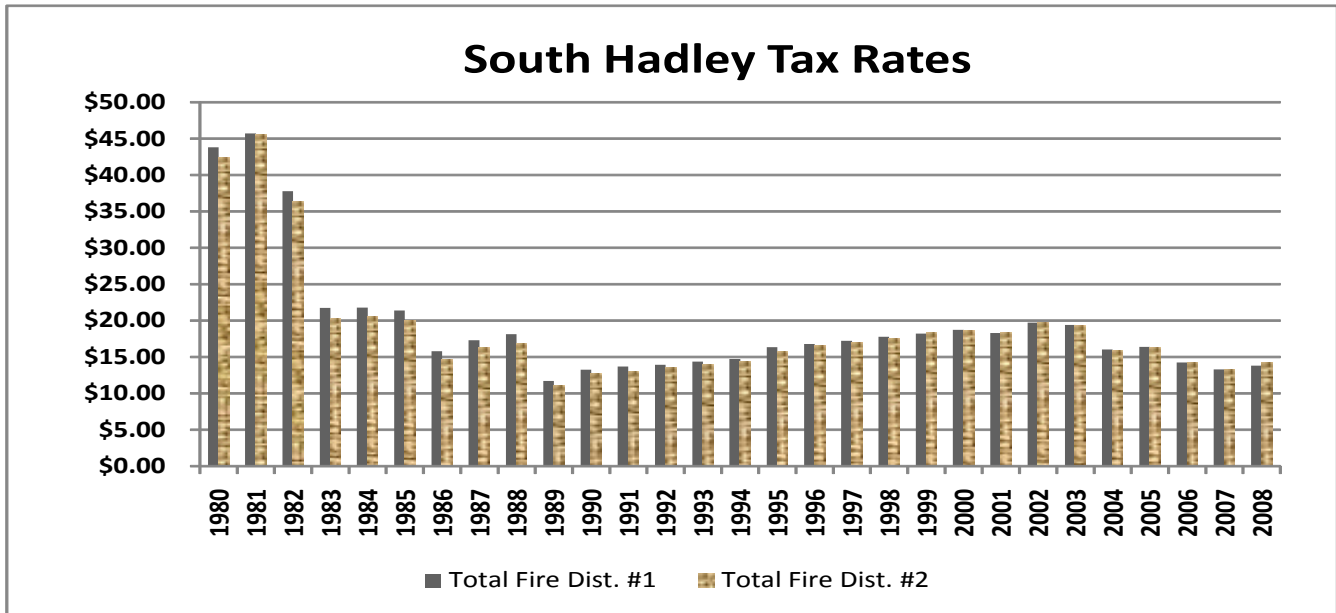
	Fiscal 2008	Fiscal 2007	Fiscal 2006	Fiscal 2005	Fiscal 2004
Real Estate	\$18,889,572.93	\$18,064,612.83	\$17,355,213.29	\$16,725,360.06	\$16,008,540.94
Personal Property	<u>\$248,057.46</u>	<u>\$190,930.14</u>	<u>\$182,475.84</u>	<u>\$198,068.33</u>	<u>\$216,386.50</u>
	\$19,137,630.39	\$18,255,542.97	\$17,537,689.13	\$16,923,428.39	\$16,224,927.44





## Tax Rates for the Town of South Hadley

<b>FISCAL YEAR</b>	<b>TOWN RATE</b>	<b>FD #1 RATE</b>	<b>FD #2 RATE</b>	<b>TOTAL DIST #1</b>	<b>TOTAL DIST #2</b>
1980	40.00	3.80	2.40	\$43.80	\$42.40
1981	41.70	4.00	3.80	\$45.70	\$45.50
1982	33.70	4.08	2.60	\$37.78	\$36.30
1983	18.86	2.89	1.45	\$21.75	\$20.31
1984	19.10	2.68	1.36	\$21.78	\$20.46
1985	18.60	2.78	1.43	\$21.38	\$20.03
1986	13.60	2.20	1.00	\$15.80	\$14.60
1987	15.00	2.30	1.20	\$17.30	\$16.20
1988	15.75	2.40	1.10	\$18.15	\$16.85
1989	10.10	1.60	0.90	\$11.70	\$11.00
1990	11.66	1.58	1.06	\$13.24	\$12.72
1991	11.98	1.71	1.02	\$13.69	\$13.00
1992	12.42	1.52	1.10	\$13.94	\$13.52
1993	12.80	1.56	1.12	\$14.36	\$13.92
1994	13.14	1.58	1.26	\$14.72	\$14.40
1995	14.38	1.98	1.36	\$16.36	\$15.74
1996	14.80	1.98	1.78	\$16.78	\$16.58
1997	15.24	1.97	1.78	\$17.21	\$17.02
1998	15.78	1.99	1.79	\$17.77	\$17.57
1999	16.24	1.98	2.02	\$18.22	\$18.26
2000	16.67	2.06	1.97	\$18.73	\$18.64
2001	16.51	1.78	1.75	\$18.29	\$18.26
2002	17.86	1.85	1.82	\$19.71	\$19.68
2003	17.40	2.00	1.87	\$19.40	\$19.27
2004	14.36	1.67	1.53	\$16.03	\$15.89
2005	14.72	1.67	1.58	\$16.39	\$16.30
2006	12.69	1.54	1.48	\$14.23	\$14.17
2007	11.85	1.46	1.43	\$13.31	\$13.28
2008	12.26	1.55	2.01	\$13.81	\$14.27



## Explanation of Bond Ratings and What They Mean

Moody's Investor Service Ratings	South Hadley's Historical Rating	<p><b>On March 28, 2007 the Town of South Hadley's bond rating was upgraded to A1.</b></p> <p>As the side chart shows Moody's has upgraded the Town of South Hadley's bond rating three times in nine years to the current rating of A1.</p> <p>As of 2004, 49.81% of the communities rated by Moody's were rated above South Hadley with an A1 rating or higher.</p> <p><b>With the latest upgrade, only 30.77% of communities rated are rated higher than South Hadley.</b></p>
Aaa		Bonds that are rated <b>Aaa</b> are judged to be of the best quality. They carry the smallest degree of investment risk and are generally referred to as "gilt edge." Interest payments are protected by a large or by an exceptionally stable margin and principal is secure. While the various protective elements are likely to change, such changes as can be visualized are most unlikely to impair the fundamentally strong position of such issues.
Aa1		
Aa2		
Aa3		
A1	2007	Bonds that are rated <b>Aa</b> are judged to be of high quality by all standards. Together with the Aaa group they comprise what are generally known as high-grade bonds. They are rated lower than the best bonds because margins of protection may not be as large as in Aaa securities or fluctuation of protective elements may be of greater amplitude or there may be other elements present which make the long-term risks appear somewhat larger than in Aaa securities.
A2	2002	
A3	1999	
Baa1	1991	Bonds that are rated <b>A</b> possess many favorable investment attributes and are to be considered as upper medium-grade obligations. Factors giving security to principal and interest are considered adequate, but elements may be present which suggest a susceptibility to impairment some time in the future.
Baa2		
Baa3		
Ba1		Bonds that are rated <b>Ba</b> are judged to have speculative elements; their future cannot be considered as well assured. Often the protection of interest and principal payments may be very moderate, and thereby not well safeguarded during both good and bad times over the future. Uncertainty of position characterizes the bonds in this class.
Ba2		
Ba3		
B1		Bonds that are rated <b>B</b> generally lack characteristics of the desirable investment. Assurance of interest and principal payments or maintenance of other terms of the contract over any long period of time may be small.
B2		
B3		
Caa		Caa Bonds that are rated <b>Caa</b> are of poor standing. Such issues may be in default or there may be present elements of danger with respect to principal or interest. Ca Bonds that are rated <b>Ca</b> represent obligations which are speculative in a high degree. Such issues are often in default or have other marked shortcomings. C Bonds that are rated <b>C</b> are the lowest rated class of bonds, and issues so rated can be regarded as having extremely poor prospects of ever attaining any real investment standing.
Ca		
C		

## Long Term Debt Schedule

		FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
STATE HOUSE NOTES	P	51,000.00	51,000.00	-				
STATE HOUSE NOTES	I	4,059.60	2,029.80	-				
Granby Road 91-34	P	43,091.00	45,424.00	47,894.00	50,546.00	53,338.00	27,731.00	-
Granby Road 91-33	P	5,989.00	6,166.00	6,352.00	6,557.00	6,770.00	3,462.00	-
Granby Road 91-33	I	-	-				-	-
Police Station	P	110,000.00	110,000.00	110,000.00	110,000.00	-	-	-
Police Station	I	23,155.00	17,435.00	11,660.00	5,830.00	-	-	-
Sewer	P	20,000.00	20,000.00	20,000.00	20,000.00	-	-	-
Sewer	I	4,210.00	3,170.00	2,120.00	1,060.00	-	-	-
SEWER NEW CW-06-24	P	64,469.00	58,752.00	59,939.00	61,150.00	62,386.00	63,646.00	64,932.00
SEWER NEW CW-06-25	I	29,544.91	26,302.30	25,115.39	23,904.50	22,669.14	21,408.82	20,123.04
SEWER NEW CW0526	P	179,247.00	182,868.00	186,563.00	190,332.00	194,177.00	198,099.00	202,102.00
SEWER NEW CW0526	I	80,245.43	76,624.28	72,929.97	69,161.02	65,315.93	61,393.17	57,391.16
School - ADA	P	70,000.00	70,000.00	70,000.00		-	-	-
School - ADA	I	8,715.00	5,250.00	1,750.00		-	-	-
WWTP-New 97-54	P	26,363.06	26,491.67	27,994.72	27,870.62	21,400.00	30,363.60	31,835.92
WWTP-New 97-54	I	7,006.38	6,440.20	5,566.71	12,125.24	4,800.77	3,785.32	2,706.88
Abatement Trust 98-128	P	36,806.53	37,406.86	37,034.97	36,709.02	42,444.14	41,757.96	42,105.47
Abatement Trust 98-128	I	11,282.77	11,460.56	10,600.68	10,579.77	8,446.90	7,946.12	5,395.08
Municipal Pur.	P	140,000.00	140,000.00	140,000.00	110,000.00	110,000.00	110,000.00	110,000.00
Municipal Pur.	I	45,035.00	38,175.00	31,315.00	25,190.00	19,745.00	14,163.00	8,498.00
School-Excl.	P	1,445,000.00	1,445,000.00	1,445,000.00	1,445,000.00	1,445,000.00	1,445,000.00	1,440,000.00
School-Excl.	I	849,372.50	791,572.50	731,978.75	667,003.75	594,853.75	529,878.75	463,468.75
Golf Course	P	150,000.00	155,000.00	165,000.00	170,000.00	180,000.00	190,000.00	200,000.00
Golf Course	I	222,115.00	213,815.00	205,095.00	196,148.13	186,966.88	177,263.75	168,295.00
MUN PURPOSE 10/02	P	190,000.00	150,000.00	100,000.00	-			
MUN PURPOSE 10/02	I	10,212.50	5,350.00	1,550.00	-			
LAND PURCHASE 5/07	P	100,000.00	100,000.00	100,000.00	100,000.00	-	-	-
LAND PURCHASE 5/07	I	13,750.00	9,750.00	5,750.00	1,875.00	-	-	-
(MT HOLYOKE)	****	(60,000.00)	(60,000.00)					
SEWER	P	100,000.00						
Total Principal		2,671,965.59	2,538,108.53	2,515,777.69	2,328,164.64	2,115,515.14	2,110,059.56	2,090,975.39
Total Interest		1,308,704.09	1,207,374.64	1,105,431.50	1,012,877.41	902,798.37	815,838.93	725,877.91
Total		3,980,669.68	3,745,483.17	3,621,209.19	3,341,042.05	3,018,313.51	2,925,898.49	2,816,853.30

### Long Term Debt Schedule

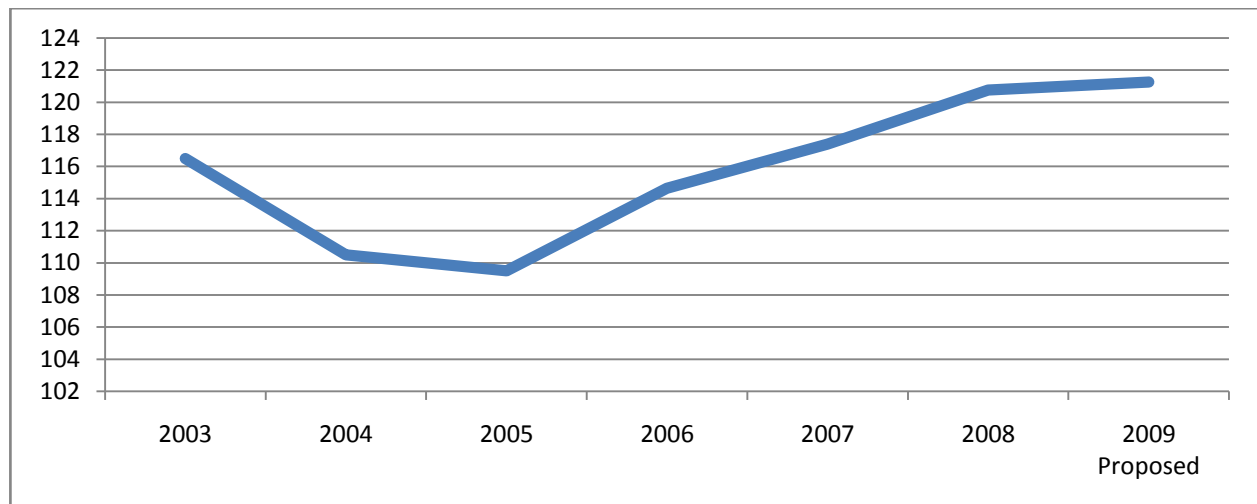
		FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
STATE HOUSE NOTES	P							
STATE HOUSE NOTES	I							
Granby Road 91-34	P	-	-	-	-	-	-	-
Granby Road 91-33	P	-	-	-	-	-	-	
Granby Road 91-33	I	-	-	-	-	-	-	
Police Station	P	-	-	-	-	-	-	
Police Station	I	-	-	-	-	-	-	
Sewer	P	-	-	-	-	-	-	
Sewer	I	-	-	-	-	-	-	
<b>SEWER NEW CW-06-24</b>	P	66,243.00	67,582.00	68,947.00	70,340.00	71,761.00	73,211.00	74,690.00
<b>SEWER NEW CW-06-25</b>	I	18,811.29	17,473.04	16,107.75	14,714.88	13,293.87	11,844.15	10,365.14
<b>SEWER NEW CW0526</b>	P	206,184.00	210,350.00	214,599.00	218,935.00	223,357.00	227,870.00	232,473.00
<b>SEWER NEW CW0526</b>	I	53,308.30	49,142.96	44,893.47	40,558.13	36,135.21	31,622.94	27,019.51
School - ADA	P	-	-	-	-	-	-	
School - ADA	I	-	-	-	-	-	-	
WWTP-New 97-54	P	33,101.25	34,157.56	34,423.59	35,746.00	-	-	
WWTP-New 97-54	I	1,571.24	622.37	-	-	-	-	
Abatement Trust 98-128	P	46,528.62	46,386.54	50,411.79	49,480.27	48,725.96	-	
Abatement Trust 98-128	I	3,871.37	2,259.86	815.42	-	-	-	
Municipal Pur.	P	110,000.00	-	-	-	-	-	
Municipal Pur.	I	2,833.00	-	-	-	-	-	
School-Excl.	P	1,440,000.00	1,440,000.00	1,440,000.00	1,440,000.00	1,440,000.00	1,425,000.00	
School-Excl.	I	395,858.75	327,533.75	258,493.75	188,381.25	116,381.25	58,781.25	
Golf Course	P	205,000.00	215,000.00	225,000.00	235,000.00	250,000.00	255,000.00	265,000.00
Golf Course	I	159,170.00	149,745.00	139,820.00	128,320.00	117,132.50	106,720.00	96,320.00
MUN PURPOSE 10/02	P							
MUN PURPOSE 10/02	I							
LAND PURCHASE 5/07	P	-	-	-	-	-	-	-
LAND PURCHASE 5/07	I	-	-	-	-	-	-	-
(MT HOLYOKE)	****							
SEWER	P							
Total Principal		2,107,056.87	2,013,476.10	2,033,381.38	2,049,501.27	2,033,843.96	1,981,081.00	572,163.00
Total Interest		635,423.95	546,776.98	460,130.39	371,974.26	282,942.83	208,968.34	133,704.65
Total		2,742,480.82	2,560,253.08	2,493,511.77	2,421,475.53	2,316,786.79	2,190,049.34	705,867.65

### Long Term Debt Schedule

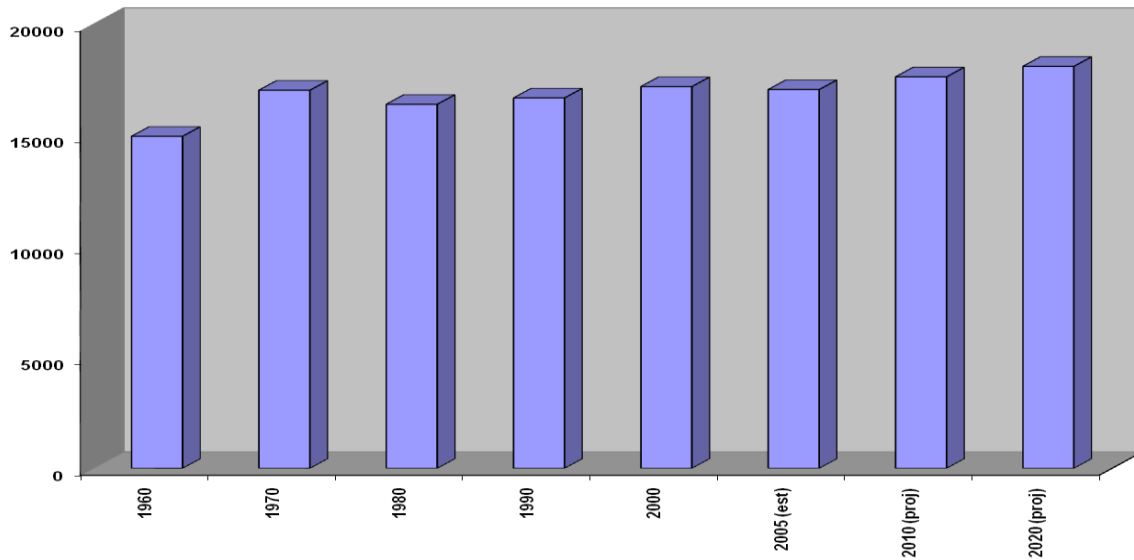
		FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	TOTAL
STATE HOUSE NOTES	P								102,000.00
STATE HOUSE NOTES	I								6,089.40
Granby Road 91-34	P	-	-	-	-	-	-	-	268,024.00
Granby Road 91-33	P								35,296.00
Granby Road 91-33	I								-
Police Station	P								440,000.00
Police Station	I								58,080.00
Sewer	P								80,000.00
Sewer	I								10,560.00
SEWER NEW CW-06-24	P	76,198.00	77,738.00	79,308.00	80,910.00	82,545.00	84,213.00	-	1,408,960.00
SEWER NEW CW-06-25	I	8,856.26	7,316.90	5,746.44	4,144.26	2,509.71	842.13	-	301,093.92
SEWER NEW CW0526	P	237,170.00	241,961.00	246,849.00	251,836.00	256,923.00	-	-	4,101,895.00
SEWER NEW CW0526	I	22,323.08	17,531.77	12,643.67	7,656.82	2,569.23	-	-	828,466.05
School - ADA	P								210,000.00
School - ADA	I								15,715.00
WWTP-New 97-54	P								329,747.99
WWTP-New 97-54	I								44,625.11
Abatement Trust 98-128	P								515,798.13
Abatement Trust 98-128	I								72,658.53
Municipal Pur.	P								970,000.00
Municipal Pur.	I								184,954.00
School-Excl.	P								18,735,000.00
School-Excl.	I								5,973,558.75
Golf Course	P	280,000.00	290,000.00	300,000.00	315,000.00	335,000.00	345,000.00	355,000.00	5,080,000.00
Golf Course	I	85,280.00	73,595.00	61,500.00	48,892.50	35,567.50	21,627.50	14,555.00	2,607,943.76
MUN PURPOSE 10/02	P								440,000.00
MUN PURPOSE 10/02	I								17,112.50
LAND PURCHASE 5/07	P	-	-	-	-	-	-	-	400,000.00
LAND PURCHASE 5/07	I	-	-	-	-	-	-	-	31,125.00
(MT HOLYOKE)	****								(120,000.00)
SEWER	P								
Total Principal		593,368.00	609,699.00	626,157.00	647,746.00	674,468.00	429,213.00	355,000.00	33,096,721.12
Total Interest		116,459.34	98,443.67	79,890.11	60,693.58	40,646.44	22,469.63	14,555.00	10,151,982.02
									-
Total		709,827.34	708,142.67	706,047.11	708,439.58	715,114.44	451,682.63	369,555.00	43,248,703.14

**Staffing Levels  
FY03 to FY09  
Proposed**

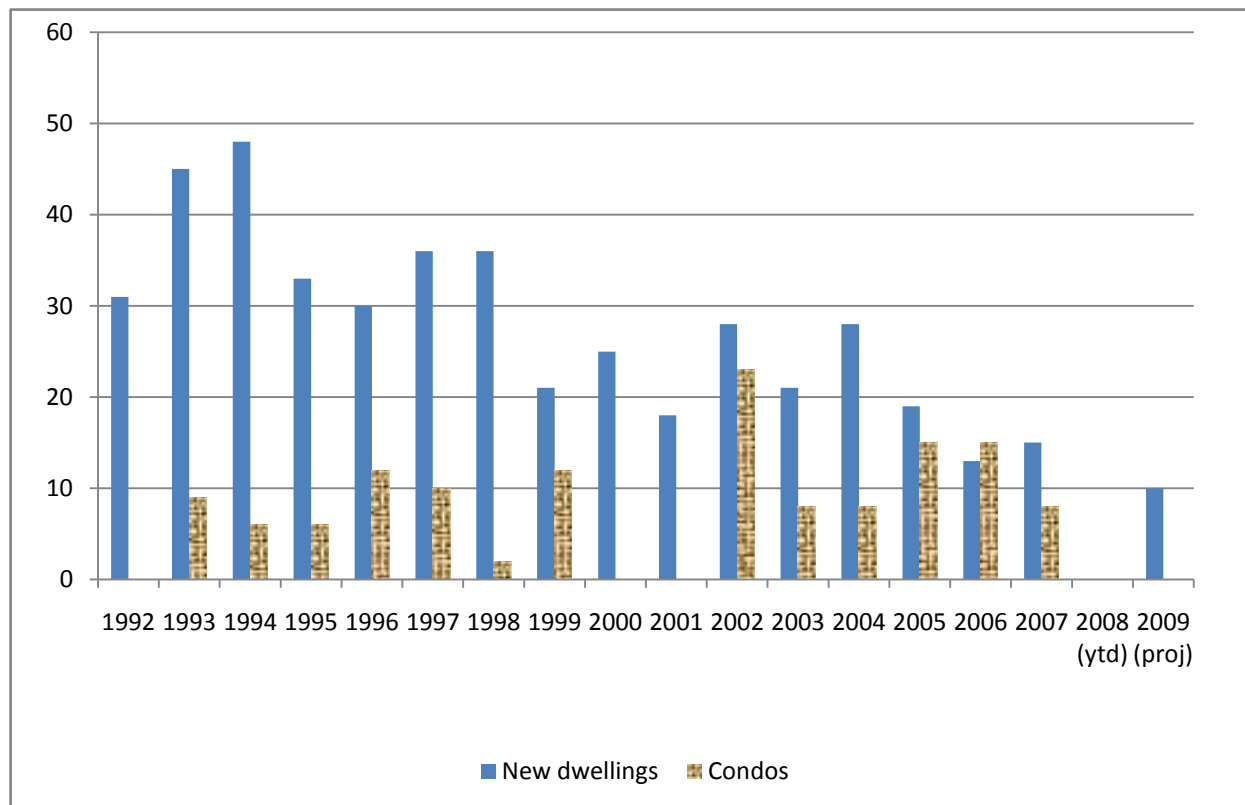
<b>Department</b>	<b>FY03 Staff</b>	<b>FY04 Staff</b>	<b>FY05 Staff</b>	<b>FY06 Staff</b>	<b>FY07 Staff</b>	<b>FY08 Staff</b>	<b>FY09 Requested Staff</b>	<b>Variance From FY08</b>
Selectboard	7	6.5	6.75	7.5	7.5	8.5	8.5	0
Human Resource	0	0	0	1	1	1	1	0
Cable Studio	1	1	1.25	1.25	1.25	1.5	1.5	0
Accounting	3	3	3	3	3	3	3	0
Assessors	3	3	3	3	3	3	3	0
Tax Collector	2	2	2	2.5	3	2	2	0
Town Clerk/Treasurer	4	4	4	4	4	4	4	0
Personnel Board	1	0	0	0	0	0	0	0
Information Technology	1	1	1	1	1	2	2	0
Conservation	1	0.5	0.5	0.63	0.63	0.75	0.75	0
Planning	1	1	1	1	1	1	1	0
Town Hall	1	1.25	1	1	1	1	1	0
Police-Officers	26	26	26	27	28	28	28	0
Police-Clerk/Disp./Chief	5	5	5	5	5	6	6	0
Building Inspector	1	1	1	1	1	1	1	0
Sealer of Weights & Measures	1	1	0.5	0.5	0.5	0.5	0.5	0
Wiring Inspector	1	1	0.5	0.5	0.5	0.5	0.5	0
Dog Officer	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0
Tree	3	3	0	0	0	0	0	0
DPW-Administration	3	3	3	4	4	4	4	0
DPW-Construction & Mntce	7.5	7.5	7.5	7.5	7.5	7.5	7.5	0
Dpw-Vehicle Mntce	1	1	1	1	1	1	1	0
Board of Health	2	1.25	1.5	1.5	1.5	2	2	0
Council on Aging	7	6.5	6.5	6.75	7	7	7.5	0.5
Library	11	11	9.5	9.5	9.5	9.5	9.5	0
Recreation	2	1	1	1.5	1.5	1.5	1.5	0
Parks	6	6	8	8	8	8	8	0
Ambulance	1	1	1	1	1	1	1	0
Landfill	3	3	3	3	3	3.5	3.5	0
WWTP	10.5	8.5	9.5	9.5	9.5	9.5	9.5	0
Golf	0	0	1	1	2	2	2	0
<b>Grand Total</b>	<b>116.5</b>	<b>110.5</b>	<b>109.5</b>	<b>114.63</b>	<b>117.38</b>	<b>120.75</b>	<b>121.25</b>	<b>0.5</b>



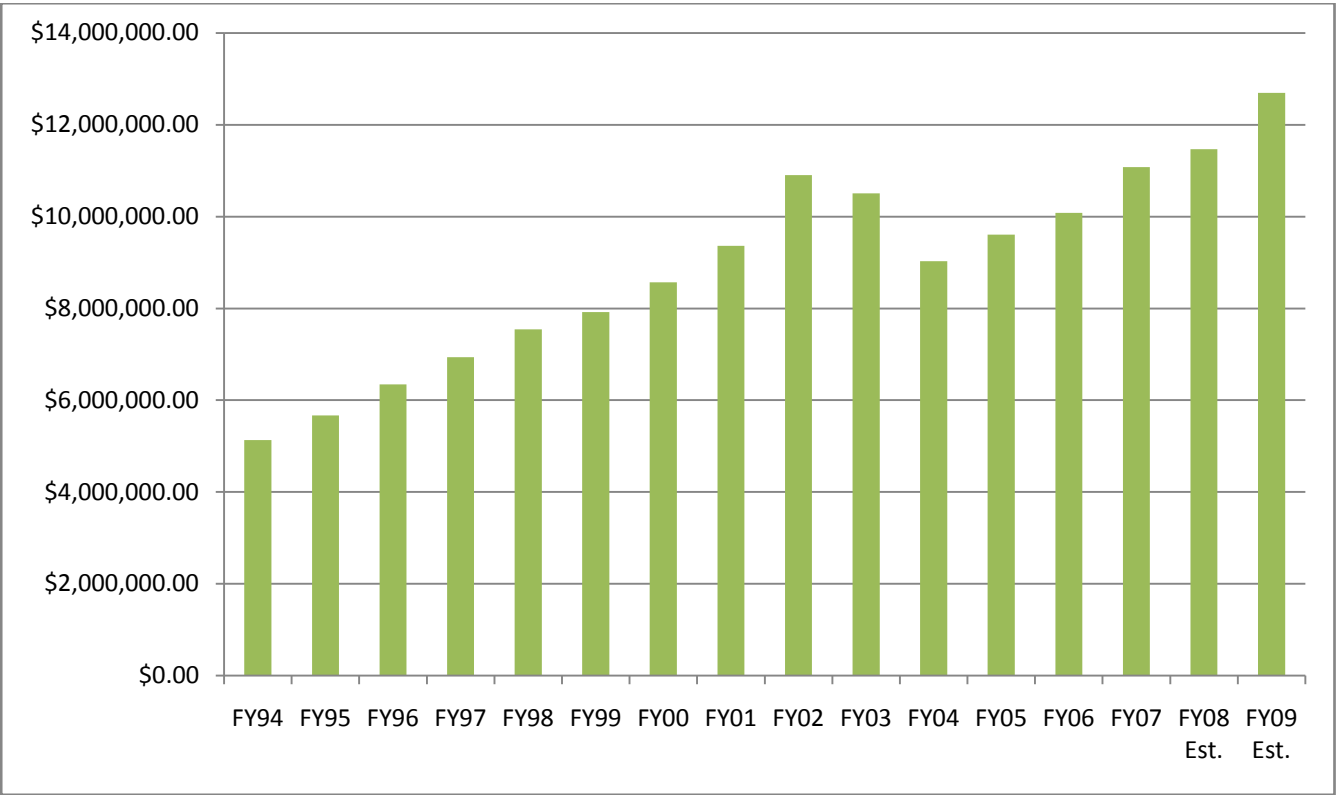
### South Hadley Population



### Building Permit Trends – Town of South Hadley

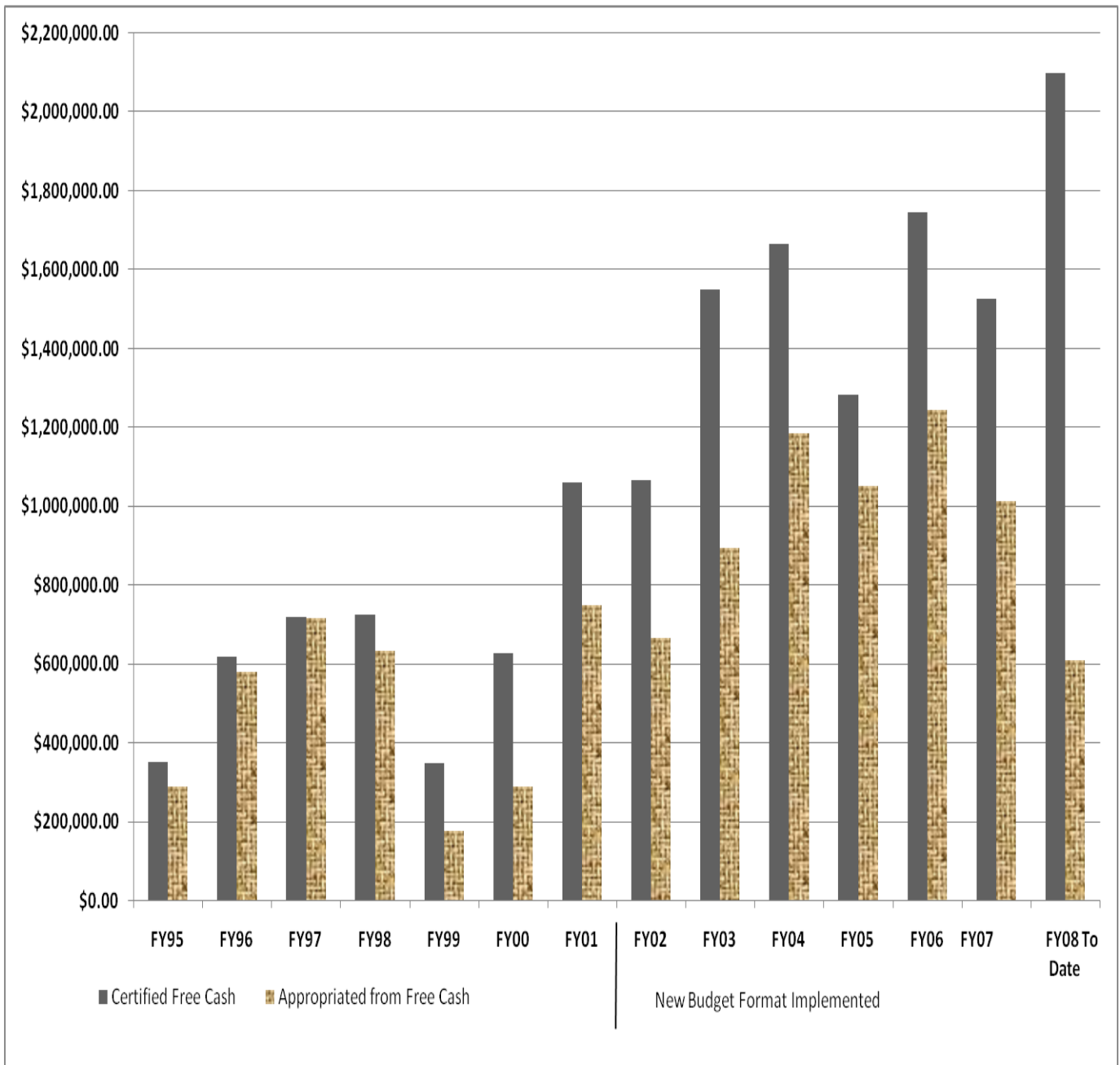


Projected State Aid

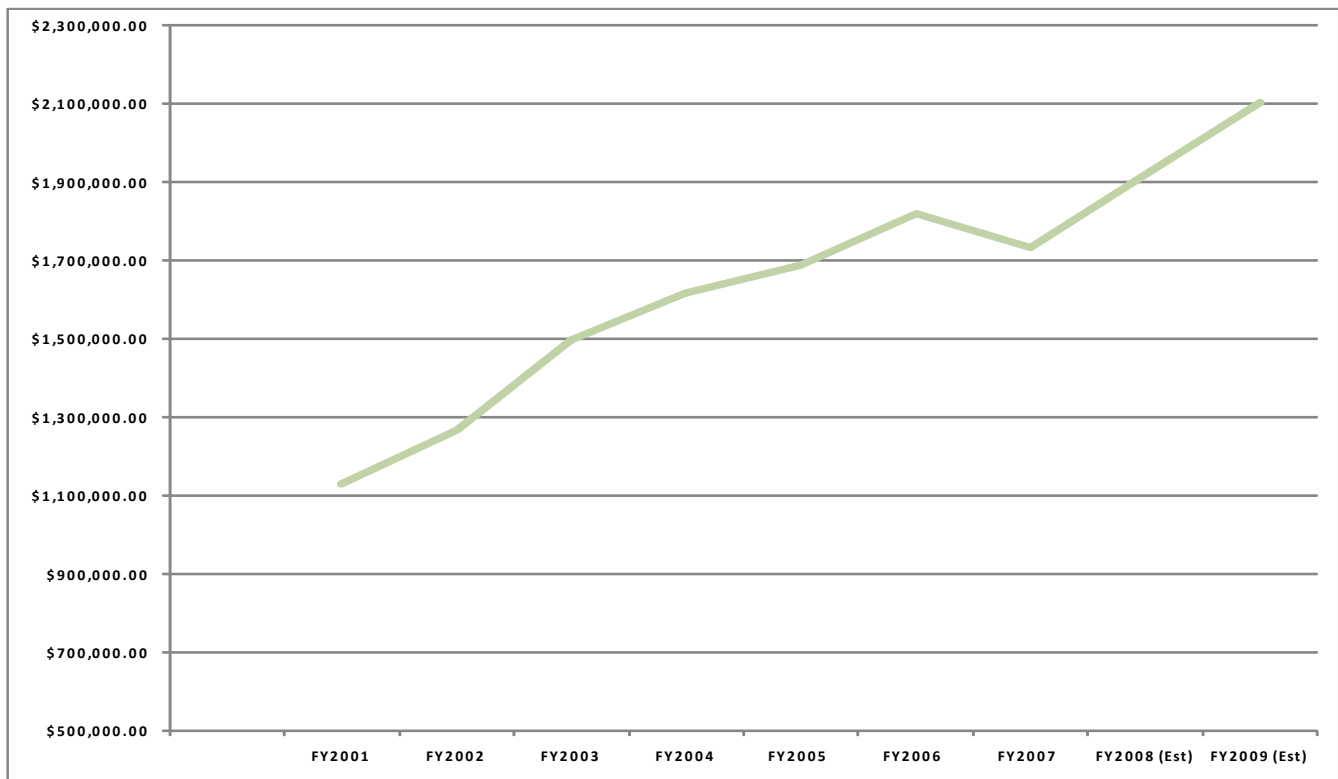




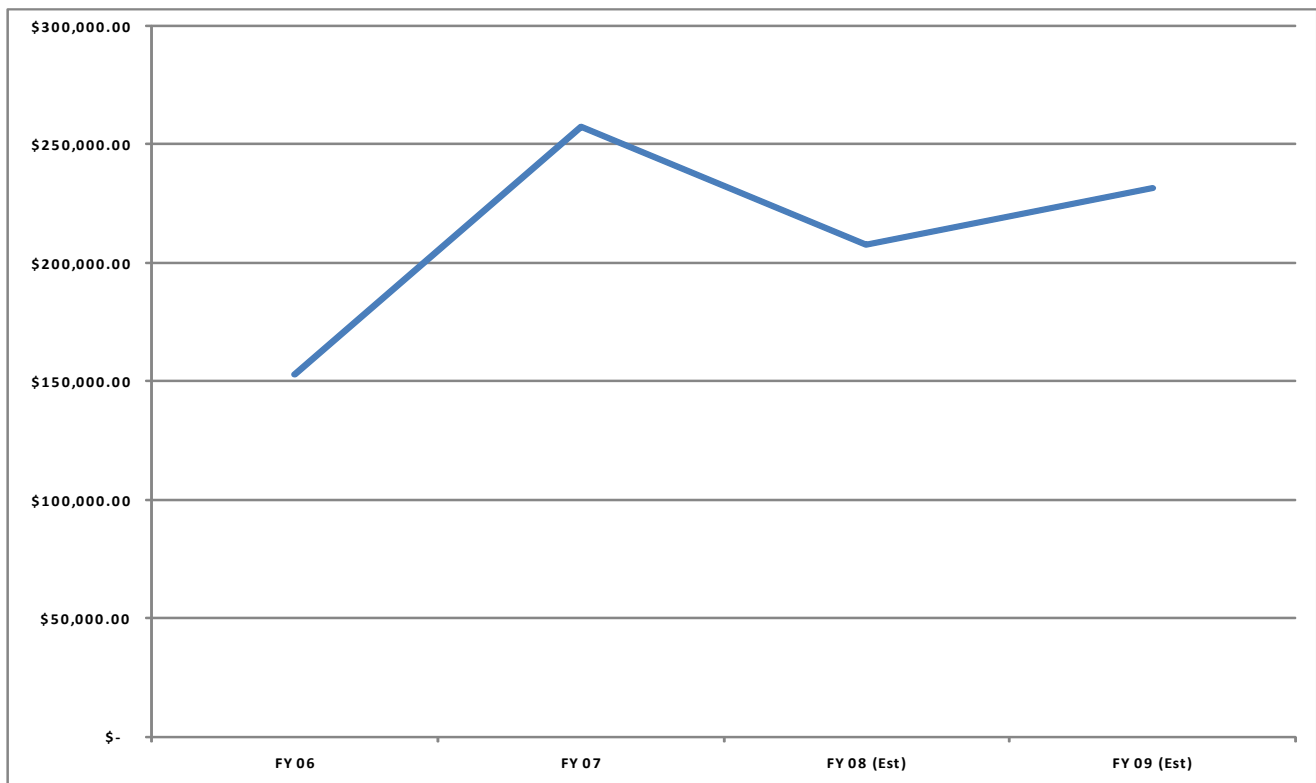
### Certified Free Cash FY95 to FY08 (To Date)



### Stabilization Fund Balance



### Capital Stabilization Fund Balance



## Revenues

Department	Description of Revenue	FY05 Actual	FY06 Actual	FY07 Actual	FY08 @ 12/31/07	FY09 Projected
Accounting		0.00	0.00	0.00	0.00	0.00
Ambulance	Ambulance fees	529,910.00	608,810.00	605,254.00	171,975.00	211,500.00
Assessors	Abutters lists, copying fees, reports, etc.	1,365.93	1,698.65	1,496.77	1,040.65	1,500.00
Building	Building Permits	89,511.10	108,286.88	101,043.85	43,100.72	94,550.00
	Burning Permits	2,350.00	2,500.00	1,960.00	0.00	2,000.00
	Tag Sale Permits	<u>4,210.00</u>	<u>3,600.00</u>	<u>3,505.00</u>	<u>1,990.00</u>	<u>3,500.00</u>
	<b>Total Projected Revenue</b>	<b>96,071.10</b>	<b>114,386.88</b>	<b>106,508.85</b>	<b>45,090.72</b>	<b>100,050.00</b>
Wiring	Permit Fees	19,342.00	16,219.00	21,577.00	12,400.00	20,000.00
Cable	Current Cable Fund Balance = \$369,955.58 Note: Funding for the Cable TV studio is provided through Comcast subscriber fees and current contract funds: March "Franchise Fee" = 2% of Comcast Gross Revenues (collected by Comcast and paid to the Town)					
	Franchise Fee	71,969.23	76,495.94	83,142.18	0.00	0.00
	Franchise Fee Interest	11,223.60	10,872.59	15,264.58	0.00	0.00
	Tape, CD & DVD Duplications	<u>110.00</u>	<u>150.00</u>	<u>63.00</u>		
	<b>Total Projected Revenue</b>	<b>83,302.83</b>	<b>87,518.53</b>	<b>98,469.76</b>	<b>0.00</b>	<b>0.00</b>
Canal Park		0.00	0.00	0.00	0.00	0.00
Channel Marking	Boat excise tax	7,291.87	6,717.88	6,749.03	0.00	0.00
Clerk Treasurer	Business Certificates	1,270.00	2,860.00	1,685.00	735.00	1,000.00
	Dog License	9,995.00	8,211.00	10,465.00	2,980.50	10,000.00
	Fishing License Fees	342.00	352.00	357.00	54.60	300.00
	Gas Permits	125.00	130.00	160.00	0.00	150.00
	Marriage License	2,060.00	1,960.00	1,620.00	600.00	1,900.00
	Municiple fees fishing	631.00	640.00	650.00	84.00	600.00
	Street lists	610.00	435.00	660.00	195.00	600.00
	Copies vital records	7,940.00	8,455.00	8,597.00	3,131.00	8,000.00
	Miscellaneous	208.35	213.00	92.00	60.35	100.00
	Interest	196,939.70	379,145.00	515,987.00	177,216.00	450,000.00
	Interest Trust Funds	<u>222,528.96</u>	<u>261,635.00</u>	<u>378,480.00</u>	<u>62,148.00</u>	<u>350,000.00</u>
	<b>Total projected</b>	<b>442,650.01</b>	<b>664,036.00</b>	<b>918,753.00</b>	<b>247,204.45</b>	<b>822,650.00</b>
Conservation	Wetland Filing Fees	2,927.50	13,490.00	2,837.00	1,557.00	2,000.00
	Conservation Land Fund	2,517.45	1,635.00	795.76	262.96	200.00
	Copies	<u>232.18</u>	<u>7.20</u>	<u>103.00</u>	<u>0.00</u>	<u>0.00</u>
	<b>Total Projected Revenue</b>	<b>5,677.13</b>	<b>15,132.20</b>	<b>3,735.76</b>	<b>1,819.96</b>	<b>2,200.00</b>

Department	Description of Revenue	FY05 Actual	FY06 Actual	FY07 Actual	FY08 @ 12/31/07	FY09 Projected
Council on Aging	III-C Nutrition Contract	93,730.00	93,730.00	90,839.07	15,593.13	93,730.00
	III-C Donations	45,854.31	55,599.81	47,785.00	7,956.00	50,000.00
	EOEA Formula Grant	20,031.00	21,564.00	23,241.00	23,979.00	23,979.00
	Minibus Fares	3,697.50	3,019.00	3,656.75	1,095.00	3,000.00
	Clinic Gift Account	110.00	0.00	150.17	0.00	100.00
	Newsletter Gift	8,938.92	6,895.00	7,235.06	4,462.00	7,000.00
	Building Gift	2,488.00	1,325.00	580.00	190.00	500.00
	Christmas Basket	3,255.00	3,770.00	7,512.50	5,563.00	7,000.00
	Shopping Assistance	800.00	645.00	166.30	145.00	300.00
	Services Gift	295.00	205.00	110.00	25.00	200.00
	New Minibus	1,983.00	465.00	2,135.00	55.00	500.00
	Minibus Repair/Maintenance	188.00	193.00	310.00	45.00	200.00
	Activity Gift	25,453.00	29,200.00	27,344.12	9,333.00	26,000.00
	User Fees	805.80	829.00	1,132.20	465.30	800.00
	Service Provider Fees	3,000.00	4,000.00	3,000.00	1,500.00	1,500.00
	WMEC Chores Grant	2,550.00	2,550.00	3,450.00	3,225.00	3,225.00
	WMEC Caregiver's Grant	0.00	0.00	0.00	1,000.00	1,000.00
	WMEC Diabetes Grant	1,360.00	1,000.00	1,482.00	1,312.00	1,312.00
	S.H. Friends of the Elderly	4,500.00	7,000.00	4,500.00	4,500.00	4,500.00
	<b>Total Projected Revenue</b>	<b>219,039.53</b>	<b>231,989.81</b>	<b>224,629.17</b>	<b>80,443.43</b>	<b>224,846.00</b>
Forest Warden		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Golf	Greens Fees	618,205.41	630,311.06	651,881.13	404,959.68	834,004.00
	Pro shop	7,892.29	21,513.37	30,477.50	19,676.11	45,000.00
	Concession fees	3,000.00	3,000.00	3,000.00	3,500.00	8,750.00
	Earnings on investment	1,591.69	0.00	0.00	0.00	0.00
	Driving Range	0.00	3,031.00	11,236.00	6,585.00	13,000.00
	Utility Reimbursement	0.00	0.00	0.00	0.00	15,000.00
	Miscellaneous Revenue	0.00	1,503.00	0.00	0.00	0.00
	Note: FY08 based on 28,000 rounds					
	<b>Total Projected Revenue</b>	<b>630,689.39</b>	<b>659,358.43</b>	<b>696,594.63</b>	<b>434,720.79</b>	<b>915,754.00</b>
Board of Health	Board of Health	32,150.00	32,200.00	32,872.00	23,955.00	33,000.00
	Plumbing and gas	22,755.00	28,092.00	23,775.00	12,734.00	27,000.00
	Medicare	4,500.00	0.00	0.00	0.00	4,500.00
	<b>Total Projected Revenue</b>	<b>59,405.00</b>	<b>60,292.00</b>	<b>56,647.00</b>	<b>36,689.00</b>	<b>64,500.00</b>
Historical		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Human Resources		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Library	Dog Tax	2,750.00	10,000.00	10,000.00	10,000.00	10,000.00
	Fines	11,823.09	11,571.72	11,307.61	4,407.47	11,500.00
	State aid (library incentive grant)	11,158.95	11,763.68	11,978.00	12,191.49	12,200.00
	State Aid (Municipal Equalization Grant)	11,562.96	13,117.89	13,915.00	13,691.20	13,700.00
	State Aid (Non-Resident Circulation Offset)	5,378.70	7,386.79	8,602.00	6,479.19	6,500.00
	Library Donations	18,988.38	2,940.63	3,537.83	3,639.94	3,250.00
	<b>Total Projected Revenue</b>	<b>61,662.08</b>	<b>56,780.71</b>	<b>59,340.44</b>	<b>50,409.29</b>	<b>57,150.00</b>
Gaylord Library	Town Subsidy	9,000.00	9,000.00	12,000.00	6,250.00	0.00
	Donations	16,528.00	12,608.07	101,807.00	25,290.00	0.00
	Endowment Income	12,031.00	10,904.00	16,240.00	5,874.00	0.00
	Other Income	4,313.00	3,444.82	3,974.00	4,169.00	0.00
	Grants	8,022.00	120.00	200.00	314.00	0.00
	<b>Total Projected Revenue</b>	<b>49,894.00</b>	<b>36,076.89</b>	<b>134,221.00</b>	<b>41,897.00</b>	<b>0.00</b>
I.T.		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Old Firehouse		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Parking	Parking tickets	3,360.00	1,430.00	4,525.00	600.00	1,500.00
Personnel board		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

Department	Description of Revenue	FY05 Actual	FY06 Actual	FY07 Actual	FY08 @ 12/31/07	FY09 Projected
Planning	Subdivision Plans/ANR Plans	12,722.00	22,048.00	2,425.00	750.00	2,000.00
	Inspection Fees	4,225.00	40,160.00	275.00	0.00	1,000.00
	Non-subdivision Plan & Permit reviews	6,576.00	8,995.00	3,694.00	4,492.00	3,500.00
	Earth removal permits	2,310.00	2,000.00	2,000.00	2,000.00	2,000.00
	Notice to abutters	1,075.00	2,799.06	1,161.00	941.00	1,500.00
	Miscellaneous	1,188.00	942.25	991.00	396.20	500.00
	<b>Total Projected Revenue</b>	<b>28,096.00</b>	<b>76,944.31</b>	<b>10,546.00</b>	<b>8,579.20</b>	<b>10,500.00</b>
ZBA	Special permits	0.00	0.00	0.00	0.00	0.00
	Variance applications	0.00	0.00	0.00	0.00	0.00
	Notification of abutters	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
	<b>Total Projected Revenue</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Police	Accident Reports	3,131.50	2,600.00	3,481.00	1,141.00	3,000.00
	Incident Reports	217.00	206.00	395.70	352.00	500.00
	LTC Permits	20,225.00	12,225.00	5,087.50	5,050.00	6,000.00
	Court Fines/Citations	53,648.00	55,482.00	51,747.50	21,875.00	52,000.00
	Administrative Fee	<u>6,713.50</u>	<u>3,700.75</u>	<u>4,863.80</u>	<u>3,482.85</u>	<u>3,500.00</u>
	<b>Total Projected Revenue</b>	<b>83,935.00</b>	<b>74,213.75</b>	<b>65,575.50</b>	<b>31,900.85</b>	<b>65,000.00</b>
Public Works	Parks Misc.	0.00	280.00	0.00	0.00	0.00
	BBP Revolving Fund	20,923.00	17,135.80	14,231.44	15,270.09	8,200.00
	BBP Gift Account	9,107.00	0.00	0.00	0.00	0.00
	Solid Waste Fees	703,057.00	328,587.96	369,003.18	13,806.68	507,000.00
	Solid Waste Host Community	466,385.35	378,935.09	405,548.35	203,211.68	410,000.00
	Recycling Center	16,544.00	39,329.21	63,071.40	18,056.36	36,000.00
	Sewer User Fee South Hadley	1,330,611.0	1,439,493.2	1,441,311.9	599,112.63	1,400,000.0
		0	2	0		0
	Sewer User Fee Granby	49,050.00	49,050.00	49,050.00	49,050.00	49,050.00
	Sewer User Fee Chicopee	45,150.00	45,150.00	45,150.00	45,150.00	45,150.00
	Road Opening Fees	855.00	524.00	569.50	370.50	500.00
	Sewer Connection Fees	34,275.00	47,625.00	103,100.00	9,900.00	20,000.00
	Sewer Application Fee	8,625.00	4,350.00	4,950.00	1,650.00	3,500.00
	Septic Disposal/Pepsi Disposal	18,275.00	37,381.00	66,011.67	910.00	200.00
	Industrial Pretreatment	0.00	3,333.00	0.00	0.00	8,000.00
	Oil and Grease Program	0.00	1,500.00	1,500.00	0.00	1,500.00
	SMRF	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>50,000.00</u>
	<b>Total Projected Revenue</b>	<b>2,702,857.3</b>	<b>2,392,674.2</b>	<b>2,563,497.4</b>	<b>956,487.94</b>	<b>2,539,100.0</b>
		5	8	4		0
Recreation	Recreation Revolving	163,077.00	177,101.85	205,440.27	74,551.86	250,000.00
	Fireworks	7,901.71	10,542.10	10,922.32	734.54	11,000.00
	Beachgrounds Aquatic Facility	4,241.25	1,435.00	5,914.74	20,020.00	0.00
	Advertising	<u>1,350.00</u>	<u>1,725.00</u>	<u>1,425.00</u>	<u>150.00</u>	<u>2,000.00</u>
	<b>Total Projected Revenue</b>	<b>176,569.96</b>	<b>190,803.95</b>	<b>223,702.33</b>	<b>95,456.40</b>	<b>263,000.00</b>
Sealer of Weights	Sealer Fees	2,515.00	2,635.00	3,440.00	0.00	0.00
Selectboard	Liquor License	36,100.00	35,050.00	36,100.00	35,140.00	36,640.00
	Common Victualler	1,290.00	1,230.00	1,200.00	1,200.00	1,230.00
	Miscellaneous Licenses	6,060.00	5,990.00	4,350.00	4,330.00	4,445.00
	Town Hall Rental (Chamber) \$60/month	0.00	0.00	360.00	360.00	360.00
	Town Hall Rental (Theater) \$60/mth	<u>0.00</u>	<u>0.00</u>	<u>360.00</u>	<u>0.00</u>	<u>0.00</u>
	<b>Total Projected Revenue</b>	<b>43,450.00</b>	<b>42,270.00</b>	<b>42,370.00</b>	<b>41,030.00</b>	<b>42,675.00</b>
Tax Collector	Municipal Lien Certificates (\$25.00)	16,225.00	17,425.00	14,250.00	5,300.00	15,900.00
	Insufficient check fee (\$25.00)	<u>800.00</u>	<u>750.00</u>	<u>925.00</u>	<u>225.00</u>	<u>825.00</u>
	<b>Total Projected Revenue</b>	<b>17,025.00</b>	<b>18,175.00</b>	<b>15,175.00</b>	<b>5,525.00</b>	<b>16,725.00</b>
Veterans		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Wiring Inspector	Permit Fees	<b>16,219.00</b>	<b>21,577.00</b>	<b>22,704.00</b>	<b>12,490.00</b>	<b>0.00</b>

## School/Sheld Indirect Costs Reflected on Town Side of Budget

### School Indirect Costs Reflected on Town Side of Budget

FY 09 :

**FY 09 Budget Request** \$18,745,296

<i>Health Insurance</i>	\$	2,561,500
<i>FICA/Medicare</i>	\$	197,490
<i>Contributory &amp; Non Contr. Retirement</i>	\$	506,564
<i>Unemployment</i>	\$	37,500
<i>Property &amp; Liability Insurance</i>	\$	82,361
<i>Workers Compensation</i>	\$	53,235

**Total Indirects** \$ 3,438,650

**Total Amount of Budget Dollars in Support  
of School Department** \$22,183,946

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### SHELD Indirect Costs Reflected on Town Side of Budget

FY 09:

**FY 09 Estimated Payment to Town** \$ 527,600

<i>Health Insurance</i>	\$	204,565
<i>FICA/Medicare</i>	\$	14,500
<i>Contributory Retirement</i>	\$	204,884
<i>Estimated Costs for Admin Services</i>	\$	15,098

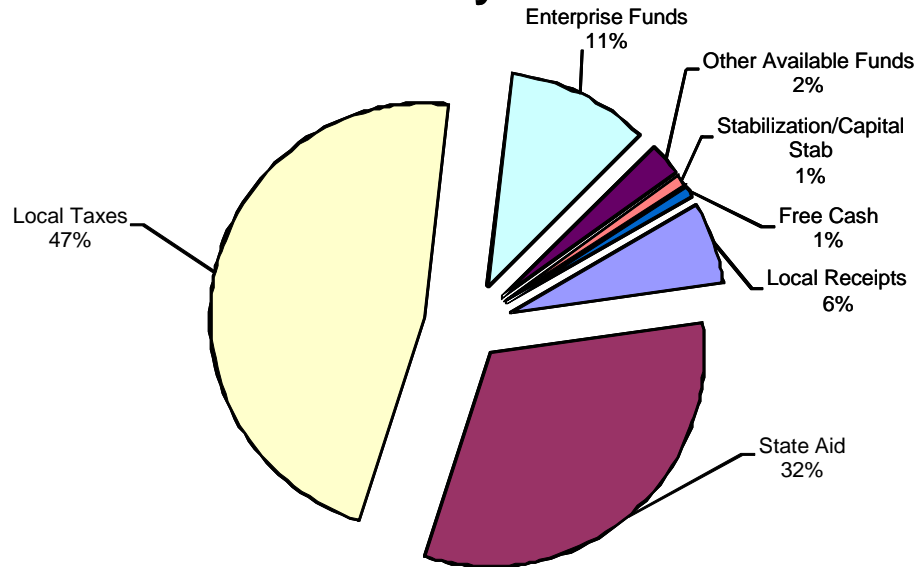
**Total Indirects** \$ 439,047

**Total Monetary Net Contributions to Town** \$ 88,553

## Pie Chart of Allocations

FY 2009 Budget

### Where the Money Comes From

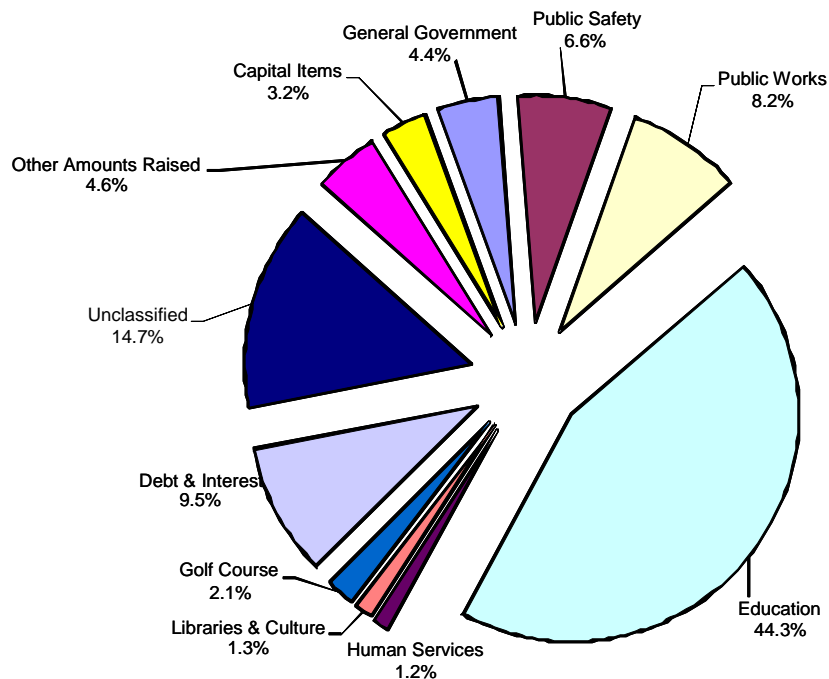


### TOTAL SELECTBOARD RECOMMENDED BUDGET

**\$42,352,965**

For Fiscal Year June 30, 2009

### Where the Money Goes



## Preliminary Est. Sources and Uses

**Fiscal 2009**

Based on Selectboard Recommended Budgets & Governor's Proposal (House 2)

April 10, 2008

### Appropriations

School Dept.	18,745,296
General Govt.	1,585,481
Public Safety	2,563,017
Line of Duty	-
Reserve Fund	45,000
DPW	3,391,542
Snow & Ice	100,002
Council on Aging	289,470
Vet. Benefits	100,000
Libraries	520,113
Gaylord Library	13,500
Town Audit	20,500
GASB 45 - Actuary	6,000
Unclassified Acct.	6,167,374
Workers' Comp.	65,000
Health	115,700
Debt & Interest	1,717,452
Debt & Interest (Debt Exclusion)	2,294,373
Conn. River Markers	5,500
Ambulance	228,850
Canal Park	1,000
Ledges Golf Course Enterprise	876,650
Cable Studio Manager	68,360
Conservation Land Fund	5,000
Stabilization Fund	-
Capital Stabilization Fund	-
Wage & Class Plan	95,315
Recommended Capital Items	1,356,974
<b>Total Appropriations</b>	<b>40,377,469</b>
<b>Special Articles:</b>	
Property Revaluation	20,000
Charter Comm	5,000
<b>Revised Total Appropriations</b>	<b>40,402,469</b>
PVPC/VETS	26,153
Overlay Reserve	200,000
Cherry Sheet Charges	156,535
Cherry Sheet Offsets	901,067
School Choice Tuition	666,741
<b>Total</b>	<b>42,352,965</b>

### Revenues:

Local Est. Receipts	2,594,240
Cherry Sheet	12,165,641
Debt Exclusion Reimbursement	1,434,140
Enterprise Funds	4,541,169
Available Funds	1,230,428
Electric Light Dept.	527,600
<b>Total</b>	<b>22,493,218</b>
 Total to be raised	 42,352,965
Total Estimated Receipts	22,493,218
Tax Levy Required	19,859,747
Actual Tax Levy Limit	18,999,514
Debt Exclusion to be Raised	860,233

### SURPLUS/DEFICIT

-

#### Available Funds

Ambulance	415,619
Boat Excise	5,500
Dog Refund	10,000
Aid To Libraries	12,192
Comcast Agreement	89,731
Canal Park Donations	1,000
07 Wage & Class Approp est.	-
"Free Cash"	370,775
Stab/Capital Stabilization Fund?	325,611
<b>Total</b>	<b>1,230,428</b>

#### Enterprise Funds

WWTP	1,568,967
WWTP Debt & Int.	700,608
Landfill	959,758
Landfill Debt & Int.	41,280
Reimbursement to G. Fund	349,802
Ledges Golf Course Enterprise	532,206
Ledges Golf Course Debt & Int.	388,548
(ASSUMES A \$370,775 DEFICIT FOR FY 09 NOT INCLUDING INDIRECTS OF \$89,200)	
Golf Course Retained Earnings	-
<b>Total</b>	<b>4,541,169</b>



## Fiscal Year 2009 Operating Budget (Requested and Selectboard Recommended)

DEPARTMENT	EXPENDED FY2006	EXPENDED FY2007	BUDGETED FY2008	REQUEST FY2009	CHANGE FY08-09	SELECTBOARD'S RECOMMENDED FY2009	CHANGE FROM REQUESTED																																																								
<b>SCHOOLS</b>																																																															
PERSONNEL	\$12,424,531	\$13,243,789	\$13,861,512																																																												
OTHER EXPENSES	\$3,578,638	\$3,755,407	\$4,039,184																																																												
TOTAL SCHOOLS	\$16,003,169	\$16,999,196	\$17,900,696	\$18,745,296	\$844,600	\$18,745,296	\$0																																																								
<div> <div>*For Illustrative Purposes Only</div> <div> <i>Plus: Estimated School Share of Fixed/Unclassified Costs</i> <table> <tr> <td><i>Retirement</i></td><td>\$ 393,473</td><td>\$ 445,002</td><td>\$ 499,556</td><td>\$ 506,564</td><td>\$7,008</td><td></td><td></td></tr> <tr> <td><i>Unemployment</i></td><td>\$ 14,770</td><td>\$ 38,431</td><td>\$ 37,500</td><td>\$ 37,500</td><td>\$0</td><td></td><td></td></tr> <tr> <td><i>Health Insurance</i></td><td>\$ 1,981,600</td><td>\$ 2,181,559</td><td>\$ 2,494,359</td><td>\$ 2,561,500</td><td>\$67,141</td><td></td><td></td></tr> <tr> <td><i>FICA</i></td><td>\$ 165,515</td><td>\$ 181,740</td><td>\$ 197,490</td><td>\$ 197,490</td><td>\$0</td><td></td><td></td></tr> <tr> <td><i>Hazard Insurance</i></td><td>\$ 89,751</td><td>\$ 92,077</td><td>\$ 80,416</td><td>\$ 82,361</td><td>\$1,945</td><td></td><td></td></tr> <tr> <td><i>Workers Comp (based on approp)</i></td><td>\$ 44,880</td><td>\$ 60,525</td><td>\$ 53,235</td><td>\$ 53,235</td><td>\$0</td><td></td><td></td></tr> <tr> <td><b>TOTAL SCHOOL BUD. W/ INDIRECTS</b></td><td><b>\$ 18,693,158</b></td><td><b>\$ 19,998,530</b></td><td><b>\$ 21,263,252</b></td><td><b>\$ 22,183,946</b></td><td><b>\$920,694</b></td><td></td><td></td></tr> </table> </div> </div>								<i>Retirement</i>	\$ 393,473	\$ 445,002	\$ 499,556	\$ 506,564	\$7,008			<i>Unemployment</i>	\$ 14,770	\$ 38,431	\$ 37,500	\$ 37,500	\$0			<i>Health Insurance</i>	\$ 1,981,600	\$ 2,181,559	\$ 2,494,359	\$ 2,561,500	\$67,141			<i>FICA</i>	\$ 165,515	\$ 181,740	\$ 197,490	\$ 197,490	\$0			<i>Hazard Insurance</i>	\$ 89,751	\$ 92,077	\$ 80,416	\$ 82,361	\$1,945			<i>Workers Comp (based on approp)</i>	\$ 44,880	\$ 60,525	\$ 53,235	\$ 53,235	\$0			<b>TOTAL SCHOOL BUD. W/ INDIRECTS</b>	<b>\$ 18,693,158</b>	<b>\$ 19,998,530</b>	<b>\$ 21,263,252</b>	<b>\$ 22,183,946</b>	<b>\$920,694</b>		
<i>Retirement</i>	\$ 393,473	\$ 445,002	\$ 499,556	\$ 506,564	\$7,008																																																										
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<b>SCHOOL BUILDING NEEDS COMMITTEE</b>	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0																																																								
<b>RESERVE FUND BUDGET</b>	\$45,000	\$45,000	\$45,000	\$45,000	\$0	\$45,000	\$0																																																								
TRANSFERS TO OTHER DEPARTMENTS	(\$25,619)	(\$28,066)	(\$2,700)		\$2,700																																																										
CLOSED TO FREE CASH	(\$19,381)	(\$16,934)																																																													
<b>COMPENSATION FOR ELECTED TOWN OFFICIALS (ANNUALLY)</b>																																																															
MODERATOR	\$1	\$1	\$1	\$1	\$0	\$1	\$0																																																								
SELECTBOARD (EACH 5)	\$2,000	\$2,000	\$2,000	\$2,000	\$0	\$2,000	\$0																																																								
TAX COLLECTOR	\$50,476	\$51,008	\$52,683	\$52,783	\$100	\$52,783	\$0																																																								
ASSESSORS (EACH 3)	\$2,500	\$2,500	\$2,500	\$2,500	\$0	\$2,500	\$0																																																								
TOWN CLERK-TREASURER	\$58,789	\$58,977	\$60,887	\$60,987	\$100	\$60,987	\$0																																																								
TREE WARDEN							\$0																																																								
<b>WAGE AND CLASSIFICATION PLAN</b>	\$58,050	\$61,455	\$79,700	\$85,000	\$5,300	\$95,315	\$10,315																																																								
TRANSFERS TO OTHER DEPARTMENTS	(\$54,197)	(\$53,524)	(\$74,647)		\$74,647																																																										
DIRECT EXPENDITURES	(\$2,770)	(\$3,324)																																																													
<b>GENERAL GOVERNMENT</b>																																																															
<b>MODERATOR</b>																																																															
PERSONAL SERVICES	\$0	\$0	\$1	\$1	\$0	\$1	\$0																																																								
TOTAL MODERATOR	\$0	\$0	\$1	\$1	\$0	\$1	\$0																																																								
<b>APPROPRIATIONS COMMITTEE</b>																																																															
OTHER EXPENSES	\$74	\$220	\$450	\$450	\$0	\$450	\$0																																																								
TOTAL APPROPRIATIONS COMM.	\$74	\$220	\$450	\$450	\$0	\$450	\$0																																																								
<b>SELECTBOARD</b>																																																															
PERSONAL SERVICES	\$306,714	\$267,752	\$304,521	\$298,405	(\$6,116)	\$291,905	(\$6,500)																																																								
OTHER EXPENSES	\$43,897	\$43,203	\$44,228	\$43,478	(\$750)	\$39,978	(\$3,500)																																																								
TOTAL SELECTMEN	\$350,611	\$310,955	\$348,749	\$341,883	(\$6,866)	\$331,883	(\$10,000)																																																								
<b>HUMAN RESOURCES</b>																																																															
PERSONAL SERVICES	In Selectmen's	\$38,111	\$39,453	\$39,453	\$0	\$39,453	\$0																																																								
OTHER EXPENSES	Budget	\$3,035	\$3,350	\$3,350	\$0	\$3,350	\$0																																																								
TOTAL HUMAN RESOURCES		\$41,146	\$42,803	\$42,803	\$0	\$42,803	\$0																																																								
<b>ACCOUNTANT</b>																																																															
PERSONAL SERVICES	\$119,370	\$124,822	\$129,050	\$129,250	\$200	\$129,250	\$0																																																								
OTHER EXPENSES	\$1,735	\$1,703	\$2,150	\$2,150	\$0	\$2,150	\$0																																																								
TOTAL ACCOUNTANT	\$121,105	\$126,525	\$131,200	\$131,400	\$200	\$131,400	\$0																																																								

DEPARTMENT	EXPENDED FY2006	EXPENDED FY2007	BUDGETED FY2008	REQUEST FY2009	CHANGE FY08-09	SELECTBOARD'S RECOMMENDED FY2009	CHANGE FROM REQUESTED
<b>CLERK-TREASURER</b>							
PERSONAL SERVICES	\$160,480	\$157,348	\$162,370	\$162,570	\$200	\$162,570	\$0
OTHER EXPENSES	\$28,621	\$23,582	\$30,510	\$36,563	\$6,053	\$36,563	\$0
TOTAL CLERK-TREASURER	\$189,101	\$180,930	\$192,880	\$199,133	\$6,253	\$199,133	\$0
<b>TAX COLLECTOR</b>							
PERSONAL SERVICES	\$83,422	\$101,278	\$87,179	\$87,179	\$0	\$87,179	\$0
OTHER EXPENSES	\$21,819	\$19,272	\$22,040	\$22,040	\$0	\$22,040	\$0
TOTAL TAX COLLECTOR	\$105,241	\$120,550	\$109,219	\$109,219	\$0	\$109,219	\$0
<b>ASSESSORS</b>							
PERSONAL SERVICES	\$122,300	\$123,187	\$128,002	\$128,002	\$0	\$128,002	\$0
OTHER EXPENSES	\$17,275	\$17,595	\$17,900	\$17,900	\$0	\$17,900	\$0
TOTAL ASSESSORS	\$139,575	\$140,782	\$145,902	\$145,902	\$0	\$145,902	\$0
<b>ELECTION AND REGISTRATION</b>							
PERSONAL SERVICES	\$6,130	\$21,116	\$13,425	\$18,141	\$4,716	\$18,141	\$0
OTHER EXPENSES	\$5,839	\$10,607	\$7,800	\$14,100	\$6,300	\$14,100	\$0
TOTAL ELECTION AND REG.	\$11,969	\$31,723	\$21,225	\$32,241	\$11,016	\$32,241	\$0
<b>TOWN HALL</b>							
PERSONAL SERVICES	\$24,691	\$16,682	\$18,053	\$18,407	\$354	\$18,407	\$0
OTHER EXPENSES	\$110,388	\$114,800	\$115,800	\$118,050	\$2,250	\$119,650	\$1,600
TOTAL TOWN HALL	\$135,079	\$131,482	\$133,853	\$136,457	\$2,604	\$138,057	\$1,600
<b>TOWN COUNSEL</b>							
PERSONAL SERVICES	\$2,600	\$2,600	\$2,600	\$2,600	\$0	\$2,600	\$0
OTHER EXPENSES	\$30,000	\$30,000	\$30,000	\$30,000	\$0	\$30,000	\$0
TOTAL TOWN COUNSEL	\$32,600	\$32,600	\$32,600	\$32,600	\$0	\$32,600	\$0
<b>PERSONNEL BOARD</b>							
PERSONAL SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OTHER EXPENSES	\$185	\$320	\$320	\$5,320	\$5,000	\$5,320	\$0
TOTAL PERSONNEL BOARD	\$185	\$320	\$320	\$5,320	\$5,000	\$5,320	\$0
<b>I.T. DEPARTMENT</b>							
PERSONAL SERVICES	\$64,249	\$61,819	\$99,674	\$100,074	\$400	\$100,074	\$0
OTHER EXPENSES	\$78,381	\$82,002	\$85,431	\$93,388	\$7,957	\$93,388	\$0
TOTAL DATA PROCESSING	\$142,630	\$143,821	\$185,105	\$193,462	\$8,357	\$193,462	\$0
<b>TECHNOLOGY COMMITTEE</b>							
OTHER EXPENSES				\$23,800	\$23,800	\$23,800	\$0
TOTAL TECH COMMITTEE				\$23,800	\$23,800	\$23,800	\$0
<b>PLANNING BOARD</b>							
PERSONAL SERVICES	\$63,327	\$63,859	\$66,094	\$66,094	\$0	\$66,094	\$0
OTHER EXPENSES	\$3,693	\$2,802	\$4,750	\$5,750	\$1,000	\$5,750	\$0
TOTAL PLANNING BOARD	\$67,020	\$66,661	\$70,844	\$71,844	\$1,000	\$71,844	\$0
<b>BOARD OF APPEALS</b>							
OTHER EXPENSES	\$110	\$220	\$675	\$675	\$0	\$675	\$0
TOTAL BOARD OF APPEALS	\$110	\$220	\$675	\$675	\$0	\$675	\$0
<b>CONSERVATION COMMISSION</b>							
PERSONAL SERVICES	\$31,341	\$31,442	\$38,862	\$38,862	\$0	\$38,862	\$0
OTHER EXPENSES	\$1,859	\$2,278	\$2,424	\$2,424	\$0	\$2,424	\$0
TOTAL CONSERVATION COMMITTEE	\$33,200	\$33,720	\$41,286	\$41,286	\$0	\$41,286	\$0
<b>RECREATION DEPARTMENT</b>							
PERSONAL SERVICES	\$61,677	\$64,007	\$74,995	\$74,995	\$0	\$74,995	\$0
OTHER EXPENSES	\$4,982	\$9,673	\$15,110	\$10,410	(\$4,700)	\$10,410	\$0
TOTAL RECREATION DEPT.	\$66,659	\$73,680	\$90,105	\$85,405	(\$4,700)	\$85,405	\$0
<b>TOTAL GENERAL GOVERNMENT</b>	\$1,395,159	\$1,435,335	\$1,547,217	\$1,593,881	\$46,664	\$1,585,481	(\$8,400)

DEPARTMENT	EXPENDED FY2006	EXPENDED FY2007	BUDGETED FY2008	REQUEST FY2009	CHANGE FY08-09	SELECTBOARD'S RECOMMENDED FY2009	CHANGE FROM REQUESTED
<b>PUBLIC SAFETY</b>							
<b>POLICE</b>							
PERSONAL SERVICES	\$1,715,069	\$1,885,665	\$2,012,283	\$2,098,617	\$86,334	\$2,098,617	\$0
OTHER EXPENSES	\$218,530	\$243,450	\$260,008	\$293,241	\$33,233	\$293,241	\$0
POLICE CRUISERS	\$55,328	\$55,982	\$56,000	\$56,000	\$0	\$56,000	\$0
TOTAL POLICE	\$1,988,927	\$2,185,097	\$2,328,291	\$2,447,858	\$119,567	\$2,447,858	\$0
<b>POLICE MATRONS</b>							
PERSONAL SERVICES	\$0	\$0	\$500	\$500	\$0	\$500	\$0
TOTAL POLICE MATRONS	\$0	\$0	\$500	\$500	\$0	\$500	\$0
<b>MA EMERGENCY MANAGEMENT ASSOC. (MEMA)</b>							
PERSONAL SERVICES	\$1,500	\$1,500	\$5,000	\$5,000	\$0	\$5,000	\$0
OTHER EXPENSES	\$500	\$1,450	\$1,500	\$1,500	\$0	\$1,500	\$0
TOTAL MEMA	\$2,000	\$2,950	\$6,500	\$6,500	\$0	\$6,500	\$0
<b>FOREST WARDEN/FIRES</b>							
PERSONAL SERVICES	\$500	\$500	\$500	\$500	\$0	\$500	\$0
OTHER EXPENSES	\$0	\$0	\$200	\$200	\$0	\$200	\$0
TOTAL FOREST WARDEN/FIRES	\$500	\$500	\$700	\$700	\$0	\$700	\$0
<b>BUILDING INSPECTOR</b>							
PERSONAL SERVICES	\$54,503	\$56,553	\$60,025	\$60,025	\$0	\$60,025	\$0
OTHER EXPENSES	\$2,033	\$2,183	\$4,200	\$4,200	\$0	\$4,200	\$0
TOTAL BUILDING INSPECTOR	\$56,536	\$58,736	\$64,225	\$64,225	\$0	\$64,225	\$0
<b>WIRING INSPECTOR</b>							
PERSONAL SERVICES	\$20,109	\$20,317	\$21,264	\$21,264	\$0	\$21,264	\$0
OTHER EXPENSES	\$893	\$1,011	\$1,530	\$1,680	\$150	\$1,680	\$0
TOTAL WIRING INSPECTOR	\$21,002	\$21,328	\$22,794	\$22,944	\$150	\$22,944	\$0
<b>SEALER OF WEIGHTS &amp; MEASURES</b>							
PERSONAL SERVICES	\$6,215	\$6,215	\$6,215	\$6,215	\$0	\$6,215	\$0
OTHER EXPENSES	\$250	\$339	\$400	\$400	\$0	\$400	\$0
TOTAL SEALER OF WEIGHT & MEASURES	\$6,465	\$6,554	\$6,615	\$6,615	\$0	\$6,615	\$0
<b>DOG OFFICER</b>							
PERSONAL SERVICES	\$11,492	\$11,406	\$11,615	\$11,615	\$0	\$11,615	\$0
OTHER EXPENSES	\$1,361	\$1,533	\$1,860	\$1,860	\$0	\$1,860	\$0
TOTAL DOG OFFICER	\$12,853	\$12,939	\$13,475	\$13,475	\$0	\$13,475	\$0
<b>PARKING CLERK</b>							
OTHER EXPENSES	\$74	\$204	\$200	\$200	\$0	\$200	\$0
<b>TOTAL PUBLIC SAFETY</b>	\$2,088,357	\$2,288,308	\$2,443,300	\$2,563,017	\$119,717	\$2,563,017	\$0
<b>POLICE</b>							
LINE OF DUTY INJURY FUND	\$7,500	\$7,500	\$0	\$0	\$0	\$0	\$0

DEPARTMENT	EXPENDED FY2006	EXPENDED FY2007	BUDGETED FY2008	REQUEST FY2009	CHANGE FY08-09	SELECTBOARD'S RECOMMENDED FY2009	CHANGE FROM REQUESTED
<b>DEPARTMENT OF PUBLIC WORKS</b>							
<b>ADMINISTRATION</b>							
PERSONAL SERVICES	\$87,190	\$85,176	\$94,580	\$98,663	\$4,083	\$98,663	\$0
OTHER EXPENSES	\$18,347	\$13,396	\$19,735	\$22,110	\$2,375	\$22,110	\$0
TOTAL ADMINISTRATION	\$105,537	\$98,572	\$114,315	\$120,773	\$6,458	\$120,773	\$0
<b>CONSTRUCTION &amp; MAINTENANCE</b>							
PERSONAL SERVICES	\$279,353	\$245,316	\$304,913	\$314,447	\$9,534	\$314,447	\$0
OTHER EXPENSES	\$109,729	\$105,832	\$121,500	\$122,000	\$500	\$122,000	\$0
TOTAL CONSTRUCTION & MAINT.	\$389,082	\$351,148	\$426,413	\$436,447	\$10,034	\$436,447	\$0
<b>SANITARY LANDFILL</b>							
PERSONAL SERVICES	\$143,163	\$150,382	\$160,064	\$157,725	(\$2,339)	\$157,725	\$0
OTHER EXPENSES	\$713,593	\$717,915	\$796,325	\$798,328	\$2,003	\$798,328	\$0
TOTAL SANITARY LANDFILL	\$856,756	\$868,297	\$956,389	\$956,053	(\$336)	\$956,053	\$0
<b>PARKS</b>							
PERSONAL SERVICES	\$296,814	\$277,294	\$297,257	\$313,915	\$16,658	\$313,915	\$0
OTHER EXPENSES	\$68,795	\$131,077	\$130,335	\$130,335	\$0	\$130,335	\$0
TOTAL PARKS	\$365,609	\$408,371	\$427,592	\$444,250	\$16,658	\$444,250	\$0
<b>TREE DEPARTMENT</b>							
PERSONAL SERVICES	\$4,167	\$5,000	\$5,000	\$5,000	\$0	\$5,000	\$0
OTHER EXPENSES	\$44,992	\$48,137	\$60,100	\$60,100	\$0	\$60,100	\$0
TOTAL TREE DEPARTMENT	\$49,159	\$53,137	\$65,100	\$65,100	\$0	\$65,100	\$0
<b>WATER POLLUTION CONTROL</b>							
PERSONAL SERVICES	\$444,216	\$477,436	\$531,504	\$545,769	\$14,265	\$545,769	\$0
OTHER EXPENSES	\$645,202	\$575,891	\$665,800	\$665,800	\$0	\$665,800	\$0
TOTAL WATER POLL. CONTROL	\$1,089,418	\$1,053,327	\$1,197,304	\$1,211,569	\$14,265	\$1,211,569	\$0
<b>VEHICLE MAINTENANCE</b>							
PERSONAL SERVICES	\$38,882	\$43,084	\$44,610	\$46,350	\$1,740	\$46,350	\$0
OTHER EXPENSES	\$93,269	\$92,900	\$96,750	\$111,000	\$14,250	\$111,000	\$0
TOTAL VEHICLE MAINT.	\$132,151	\$135,984	\$141,360	\$157,350	\$15,990	\$157,350	\$0
<b>TOTAL DEPARTMENT PUBLIC WORKS</b>	\$2,987,712	\$2,968,836	\$3,328,473	\$3,391,542	\$63,069	\$3,391,542	\$0
<b>SNOW AND ICE</b>							
PERSONAL SERVICES	\$30,031	\$25,149	\$20,380	\$20,380	\$0	\$20,380	\$0
OTHER EXPENSES	\$140,213	\$79,675	\$79,621	\$79,622	\$1	\$79,622	\$0
TOTAL SNOW AND ICE	\$170,244	\$104,824	\$100,001	\$100,002	\$1	\$100,002	\$0
<i>For Illustrative Purposes Only</i>							
<b>COUNCIL ON AGING</b>							
PERSONAL SERVICES	\$178,667	\$191,778	\$204,312	\$224,905	\$20,593	\$224,905	\$0
OTHER EXPENSES	\$60,868	\$58,240	\$59,123	\$64,565	\$5,442	\$64,565	\$0
TOTAL COUNCIL ON AGING	\$239,535	\$250,018	\$263,435	\$289,470	\$26,035	\$289,470	\$0
<b>VETERANS</b>							
OTHER EXPENSES	\$102,576	\$71,721	\$100,000	\$100,000	\$0	\$100,000	\$0
TOTAL VETERANS	\$102,576	\$71,721	\$100,000	\$100,000	\$0	\$100,000	\$0
<b>LIBRARIES</b>							
PERSONAL SERVICES	\$324,937	\$301,206	\$339,183	\$339,643	\$460	\$339,643	\$0
OTHER EXPENSES	\$162,236	\$183,781	\$176,545	\$180,470	\$3,925	\$180,470	\$0
TOTAL LIBRARIES	\$487,173	\$484,987	\$515,728	\$520,113	\$4,385	\$520,113	\$0
<b>GAYLORD LIBRARY</b>	\$9,000	\$12,000	\$12,500	\$13,500	\$1,000	\$13,500	\$0
<b>TOWN AUDIT</b>	\$18,500	\$19,566	\$20,500	\$20,500	\$0	\$20,500	\$0
<b>GASB 34/ GASB 45 COMPLIANCE</b>	-	-	\$12,000		(\$12,000)	\$6,000	\$6,000
<b>CABLE STUDIO MANAGER</b>							
PERSONAL SERVICES	\$38,519	\$42,453	\$48,860	\$48,860	\$0	\$48,860	\$0
OTHER EXPENSES	\$9,978	\$18,982	\$20,000	\$19,500	(\$500)	\$19,500	\$0
TOTAL CABLE STUDIO	\$48,497	\$61,435	\$68,860	\$68,360	(\$500)	\$68,360	\$0

DEPARTMENT	EXPENDED FY2006	EXPENDED FY2007	BUDGETED FY2008	REQUEST FY2009	CHANGE FY08-09	SELECTBOARD'S RECOMMENDED FY2009	CHANGE FROM REQUESTED
<i>For Illustrative Purposes Only</i>	<b>Estimated Town Share of Fixed/Unclassified Costs</b> <b>(Note: Enterprise amounts not broken out)</b>						
	<i>Retirement</i>	\$ 662,428	\$ 734,640	\$ 793,617	\$ 894,491	\$100,874	
	<i>Unemployment</i>	\$ 4,923	\$ 23,727	\$ 12,500	\$ 12,500	\$0	
	<i>Health Insurance</i>	\$ 937,918	\$ 972,903	\$ 1,072,077	\$ 1,100,935	\$28,858	
	<i>FICA</i>	\$ 67,019	\$ 71,744	\$ 78,010	\$ 78,010	\$0	
	<i>Hazard Insurance</i>	\$ 101,208	\$ 119,923	\$ 135,584	\$ 139,039	\$3,455	
	<i>Workers Comp (based on approp)</i>	\$ 10,120	\$ 14,475	\$ 11,765	\$ 11,765	\$0	
	<b>TOTAL TOWN BUD. W/ INDIRECTS</b>	<b>\$ 7,602,926</b>	<b>\$ 7,911,845</b>	<b>\$ 8,589,914</b>	<b>\$ 9,106,938</b>	<b>\$517,024</b>	
<b>UNCLASSIFIED</b>							
RETIREMENT FUND							
TOWN	\$662,428	\$734,640	\$793,617	\$894,491	\$100,874	\$894,491	\$0
SCHOOL	\$393,473	\$445,002	\$499,556	\$506,564	\$7,008	\$506,564	\$0
SHELD	\$189,265	\$200,359	\$198,293	\$204,884	\$6,591	\$204,884	\$0
TOTAL	\$1,245,166	\$1,380,001	\$1,491,466	\$1,605,939	\$114,473	\$1,605,939	\$0
NON-CONTRIBUTORY RETIREMENT							
SCHOOL (100.0%)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NOTE: (FY03 AMOUNT INCLUDES TOWN PORTION OF \$2,774)							
UNEMPLOYMENT COMPENSATION							
TOWN	\$4,923	\$23,727	\$12,500	\$12,500	\$0	\$12,500	\$0
SCHOOL	\$14,770	\$38,431	\$37,500	\$37,500	\$0	\$37,500	\$0
SHELD	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$19,693	\$62,158	\$50,000	\$50,000	\$0	\$50,000	\$0
EMPLOYEES & RETIREES GROUP INS.							
ACTIVE:							
TOWN	\$621,505	\$647,495	\$726,768	\$746,331	\$19,563	\$746,331	\$0
SCHOOL	\$1,462,899	\$1,620,397	\$1,857,213	\$1,907,204	\$49,991	\$1,907,204	\$0
SHELD	\$101,248	\$96,294	\$120,500	\$123,744	\$3,244	\$123,744	\$0
RETIREES:							
TOWN	\$316,413	\$325,408	\$345,309	\$354,604	\$9,295	\$354,604	\$0
SCHOOL	\$518,701	\$561,162	\$637,146	\$654,296	\$17,150	\$654,296	\$0
SHELD	\$70,082	\$69,730	\$78,702	\$80,821	\$2,119	\$80,821	\$0
TOTAL	\$3,090,848	\$3,320,486	\$3,765,638	\$3,867,000	\$101,362	\$3,867,000	\$0
HAZARD INSURANCE							
TOWN	\$101,208	\$119,923	\$135,584	\$139,039	\$3,455	\$139,039	\$0
SCHOOL	\$89,751	\$92,077	\$80,416	\$82,361	\$1,945	\$82,361	\$0
SHELD							\$0
TOTAL	\$190,959	\$212,000	\$216,000	\$221,400	\$5,400	\$221,400	\$0
MEDICARE INSURANCE							
TOWN	\$67,019	\$71,744	\$78,010	\$78,010	\$0	\$78,010	\$0
SCHOOL	\$165,515	\$181,740	\$197,490	\$197,490	\$0	\$197,490	\$0
SHELD	\$13,344	\$13,416	\$14,500	\$14,500	\$0	\$14,500	\$0
TOTAL	\$245,878	\$266,900	\$290,000	\$290,000	\$0	\$290,000	\$0
STREET AND TRAFFIC LIGHTS	\$82,285	\$83,404	\$92,500	\$118,500	\$26,000	\$118,500	\$0
MEMORIAL DAY MARKERS & FLAGS	\$1,325	\$1,478	\$1,500	\$2,000	\$500	\$2,800	\$800
DAMAGE TO PERSONS & PROPERTY	\$0	\$0	\$10	\$10	\$0	\$10	\$0
TOWN REPORTS	\$2,193	\$1,893	\$3,500	\$3,500	\$0	\$3,500	\$0
UPDATING SOUTH HADLEY CODES	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OLD FIREHOUSE MUSEUM	\$2,935	\$2,671	\$6,825	\$6,225	(\$600)	\$6,225	\$0
S.H. HISTORICAL COMMISSION	\$0	\$72	\$300	\$2,000	\$1,700	\$2,000	\$0
<b>TOTAL UNCLASSIFIED</b>	<b>\$4,881,282</b>	<b>\$5,331,063</b>	<b>\$5,917,739</b>	<b>\$6,166,574</b>	<b>\$248,835</b>	<b>\$6,167,374</b>	<b>\$800</b>

DEPARTMENT	EXPENDED FY2006	EXPENDED FY2007	BUDGETED FY2008	REQUEST FY2009	CHANGE FY08-09	SELECTBOARD'S RECOMMENDED FY2009	CHANGE FROM REQUESTED
<b>WORKERS' COMPENSATION FUND</b>	\$55,000	\$75,000	\$65,000	\$65,000	\$0	\$65,000	\$0
<b>HEALTH AND SANITATION</b>							
PERSONAL SERVICES	\$80,565	\$82,734	\$104,702	\$109,250	\$4,548	\$109,250	\$0
OTHER EXPENSES	\$6,765	\$6,382	\$7,650	\$6,450	(\$1,200)	\$6,450	\$0
TOTAL HEALTH AND SANITATION	\$87,330	\$89,116	\$112,352	\$115,700	\$3,348	\$115,700	\$0
<b>MATURING DEBT AND INTEREST</b>							
PAYMENT ON DEBT							
TOWN	\$214,775	\$203,775	\$253,178	\$243,775	(\$9,403)	\$243,775	\$0
ENTERPRISE FUNDS	\$433,917	\$351,255	\$586,240	\$729,216	\$142,976	\$729,216	\$0
SCHOOL	\$1,822,975	\$1,823,974	\$1,698,975	\$1,698,975	\$0	\$1,698,975	\$0
TOTAL	\$2,471,667	\$2,379,004	\$2,538,393	\$2,671,966	\$133,573	\$2,671,966	\$0
PAYMENT ON INTEREST LONG TERM							
TOWN	\$53,840	\$45,557	\$52,575	\$42,464	(\$10,111)	\$42,464	\$0
ENTERPRISE FUNDS	\$337,744	\$324,345	\$341,746	\$370,066	\$28,320	\$370,066	\$0
SCHOOL	\$1,145,061	\$1,006,133	\$968,233	\$896,175	(\$72,058)	\$896,175	\$0
TOTAL	\$1,536,645	\$1,376,035	\$1,362,554	\$1,308,705	(\$53,849)	\$1,308,705	\$0
PAYMENT ON INTEREST SHORT TERM							
TOWN	\$182,066	\$29,594	\$0	\$0	\$0	\$0	\$0
ENTERPRISE FUNDS	\$0	\$12,560	\$15,760	\$31,154	\$15,394	\$31,154	\$0
SCHOOL	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$182,066	\$42,154	\$15,760	\$31,154	\$15,394	\$31,154	\$0
TOTAL DEBT AND INTEREST	\$4,190,378	\$3,797,193	\$3,916,707	\$4,011,825	\$95,118	\$4,011,825	\$0
Less Debt Exclusion Debt	(\$2,500,004)	(\$2,431,336)	(\$2,355,773)	(\$2,294,373)	\$61,400	(\$2,294,373)	\$0
Total Debt less Exclusion	\$1,690,374	\$1,365,857	\$1,560,934	\$1,717,452	\$156,518	\$1,717,452	\$0
<b>CONN. RIVER CHANNEL MARKINGS AND SAFETY COMMITTEE</b>	\$3,963	\$3,475	\$5,500	\$5,500	\$0	\$5,500	\$0
<b>TOWN AMBULANCE</b>							
PERSONAL SERVICES	\$161,254	\$176,137	\$192,647	\$159,000	(\$33,647)	\$159,000	\$0
OTHER EXPENSES	\$142,782	\$146,320	\$177,250	\$69,850	(\$107,400)	\$69,850	\$0
TOTAL AMBULANCE	\$304,036	\$322,457	\$369,897	\$228,850	(\$141,047)	\$228,850	\$0
<b>LEDGE'S GOLF ENTERPRISE FUND</b>							
PERSONAL SERVICES	\$128,991	\$131,807	\$139,261	\$132,499	(\$6,762)	\$132,499	\$0
OTHER EXPENSES	\$700,752	\$670,552	\$711,846	\$744,151	\$32,305	\$744,151	\$0
TOTAL GOLF	\$829,743	\$802,359	\$851,107	\$876,650	\$25,543	\$876,650	\$0
<b>CANAL PARK</b>	\$810	\$462	\$1,000	\$1,000	\$0	\$1,000	\$0
<b>CONSERVATION LAND TRUST</b>	\$5,000	\$5,000	\$5,000	\$5,000	\$0	\$5,000	\$0
<b>ALLOCATION TO STABILIZATION FUND</b>	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	\$34,002,734	\$35,133,175	\$37,604,365	\$39,011,780	\$1,407,415	\$39,020,495	\$8,715
Less Debt Exclusion Debt	(\$2,500,004)	(\$2,442,404)	(\$2,355,773)	(\$2,294,373)	\$61,400	(\$2,294,373)	\$0
TOTAL LESS DEBT EXCLUSION	\$31,502,730	\$32,690,771	\$35,248,592	\$36,717,407	\$1,468,815	\$36,726,122	\$8,715
<b>SPECIAL ARTICLES:</b>							
REVALUATION	\$33,000	\$7,000	\$0	\$38,500	\$38,500	\$20,000	(\$18,500)
CHARTER COMMISSION				\$0	\$0	\$5,000	\$5,000
HISTORICAL COMM MATCHING GRANT			\$15,000	\$0	(\$15,000)	\$0	\$0
LIBRARY - MATCHING GRANT			\$10,000	\$0	(\$10,000)	\$0	\$0
<b>CAPITAL ARTICLES:</b>							
See Separate Page							
<b>TOTAL WITH SPECIAL ARTICLES</b>	\$34,035,734	\$35,140,175	\$37,629,365	\$39,050,280	\$1,420,915	\$39,045,495	(\$4,785)

## Fiscal Year 2009 Operating Budget Request & Recommendations-Summary Page by Fund Type

	EXPENDED FY2006	EXPENDED FY2007	BUDGETED FY2008	REQUESTED FY2009	CHANGE FY08-09	SELECTBOARD'S RECOMMENDED FY2009	CHANGE FROM REQUESTED
<b>TOTAL GENERAL FUND:</b>							
TOWN OPERATING BUDGET	\$5,818,227	\$5,969,826	\$6,553,661	\$6,915,198	\$361,537	\$6,910,413	(\$4,785)
Transfer to Workers Comp Fund	\$55,000	\$75,000	\$65,000	\$65,000	\$0	\$65,000	\$0
Transfer to Stabilization Fund	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0
Indirect Costs - Town *	\$1,773,496	\$1,922,937	\$2,091,788	\$2,224,975	\$133,187	\$2,224,975	\$0
Town Debt *	\$450,681	\$278,926	\$305,753	\$286,239	(\$19,514)	\$286,239	\$0
Enterprise Fund Debt *	\$771,661	\$688,160	\$943,746	\$1,130,436	\$186,690	\$1,130,436	\$0
Indirect Costs - SHELDT *	\$373,939	\$379,799	\$411,995	\$423,949	\$11,954	\$423,949	\$0
<b>TOTAL G/F TOWN BUDGETS</b>	<b>\$9,303,004</b>	<b>\$9,314,648</b>	<b>\$10,371,943</b>	<b>\$11,045,797</b>	<b>\$673,854</b>	<b>\$11,041,012</b>	<b>(\$4,785)</b>
SCHOOL OPERATING BUDGET	\$16,003,169	\$16,999,196	\$17,900,696	\$18,745,296	\$844,600	\$18,745,296	\$0
SCHOOL - Bldg Needs Comm	\$25,000	\$0			\$0	\$0	\$0
Indirect Costs - School *	\$2,645,109	\$2,938,809	\$3,309,321	\$3,385,415	\$76,094	\$3,385,415	\$0
School Debt *	\$2,968,036	\$2,830,107	\$2,667,208	\$2,595,150	(\$72,058)	\$2,595,150	\$0
LESS DEBT EXCLUSION	(\$2,500,004)	(\$2,431,336)	(\$2,355,773)	(\$2,294,373)	\$61,400	(\$2,294,373)	\$0
School Debt less Exclusion	\$468,032	\$398,771	\$311,435	\$300,777	(\$10,658)	\$300,777	\$0
<b>TOTAL GENERAL FUND</b>	<b>\$30,944,318</b>	<b>\$32,082,760</b>	<b>\$34,249,168</b>	<b>\$35,771,658</b>	<b>\$1,522,490</b>	<b>\$35,766,873</b>	<b>(\$4,785)</b>
Less Debt Exclusion	(\$2,500,004)	(\$2,431,336)	(\$2,355,773)	(\$2,294,373)	\$61,400	(\$2,294,373)	\$0
Total General Fund Less Exclusion	\$28,444,314	\$29,651,424	\$31,893,395	\$33,477,285	\$1,583,890	\$33,472,500	(\$4,785)
<b>TOTAL REC RES'D APPROP</b>							
(AMBULANCE & LINE - OF -DUTY & CHANNEL MARKINGS)	\$315,499	\$333,432	\$375,397	\$234,350	(\$141,047)	\$234,350	\$0
<b>ENTERPRISE FUNDS:</b>							
LANDFILL	\$856,756	\$868,297	\$956,389	\$956,053	(\$336)	\$956,053	\$0
WASTE WATER TREATMENT	\$1,089,418	\$1,053,327	\$1,197,304	\$1,211,569	\$14,265	\$1,211,569	\$0
LEDGE'S GOLF COURSE	\$829,743	\$802,359	\$851,107	\$876,650	\$25,543	\$876,650	\$0
( Golf Course debt was moved from the enterprise fund to Maturing Debt & Int in the General Fund starting in FY 2003)							
<b>TOTAL ALL FUNDS</b>	<b>\$34,035,734</b>	<b>\$35,140,175</b>	<b>\$37,629,365</b>	<b>\$39,050,280</b>	<b>\$1,420,915</b>	<b>\$39,045,495</b>	<b>(\$4,785)</b>
<b>LESS DEBT EXCLUSION</b>	<b>(\$2,500,004)</b>	<b>(\$2,431,336)</b>	<b>(\$2,355,773)</b>	<b>(\$2,294,373)</b>	<b>\$61,400</b>	<b>(\$2,294,373)</b>	<b>\$0</b>
<b>TOTAL LESS EXCLUSION</b>	<b>\$31,535,730</b>	<b>\$32,708,839</b>	<b>\$35,273,592</b>	<b>\$36,755,907</b>	<b>\$1,482,315</b>	<b>\$36,751,122</b>	<b>(\$4,785)</b>
<b>CAPITAL FUND/ ITEMS</b>	<b>\$514,087</b>	<b>\$497,159</b>	<b>\$970,645</b>	<b>\$1,309,350</b>	<b>\$338,705</b>	<b>\$1,356,974</b>	<b>\$47,624</b>
<b>TOTAL WITH CAPITAL</b>	<b>\$34,549,821</b>	<b>\$35,637,334</b>	<b>\$38,600,010</b>	<b>\$40,359,630</b>	<b>\$1,759,620</b>	<b>\$40,402,469</b>	<b>\$42,839</b>

\* = Amounts budgeted within the towns Maturing Debt & Unclassified Accounts in the General Fund

## Fiscal Year 2009 Capital Budget Requested and Recommended

Department	Description	FY07 Expended	FY08 Budgeted	FY09 Requested	Cap Planning Recommended FY2009	Selectboard Recommended FY2009
<b>Capital Stabilization Fund</b>		\$102,500.00				
<b>School Department</b>	Mosier Gym Floor Repair	\$56,999.00	\$0.00	\$0.00	\$0.00	\$0.00
	PC Upgrades	\$50,000.00	\$0.00	\$0.00	\$0.00	\$0.00
	Plains School Underground Fuel Tank	\$100,000.00	\$0.00	\$0.00	\$0.00	\$0.00
	Middle School Pool Filter	\$38,000.00	\$0.00	\$0.00	\$0.00	\$0.00
	Security Measures	\$0.00	\$81,500.00	\$0.00	\$0.00	\$0.00
	HS-Concrete Sidewalk/Pad	\$0.00	\$0.00	\$25,000.00	\$35,000.00	\$35,000.00
	Mid:Replace Pool A/C & Dehumidifier	\$0.00	\$0.00	\$60,000.00	\$0.00	\$0.00
	Mid:Replace Rooftop Air Conditioner	\$0.00	\$0.00	\$20,000.00	\$20,000.00	\$20,000.00
	Mid:Automated Pool Cover	\$0.00	\$0.00	\$50,000.00	\$50,000.00	\$50,000.00
	Mos:Gym Roof Replacement	\$0.00	\$0.00	\$175,000.00	\$175,000.00	\$175,000.00
	Mos:Portable Classroom Improve.	\$0.00	\$0.00	\$25,000.00	\$25,000.00	\$25,000.00
	Mosier:Gym Lights & Paint			\$40,000.00	\$40,000.00	\$40,000.00
<b>Town Hall</b>	Flooring Repairs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>I.T.Department</b>	Printer & Software	\$30,660.00	\$0.00	\$0.00	\$0.00	\$0.00
	GIS Base Map	\$0.00	\$0.00	\$60,000.00	\$60,000.00	\$60,000.00
<b>Planning Board</b>	Comprehensive Master Plan	\$25,000.00	\$35,000.00	\$40,000.00	\$40,000.00	\$40,000.00
<b>Recreation Department</b>	Splash Pad/Beachgrounds Renovation	\$0.00	\$40,000.00	\$0.00	\$0.00	\$0.00
	*** Splash Pad/Beachgrounds Renovation		\$212,595.00	No amt specified	\$0.00	\$0.00
	BBP-Tennis Court	\$0.00	\$0.00	No amt specified	\$150,000.00	\$150,000.00
<b>Department of Public Works</b>						
<b>DPW-Admin</b>	Copier/Scanner	\$14,000.00	\$0.00	\$0.00	\$0.00	\$0.00
	Roof Replacement	\$0.00	\$15,000.00	\$0.00	\$0.00	\$0.00
<b>DPW-Const &amp; Mtce</b>	1 Ton Truck	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	3/4 Ton Pick-Up	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	Dump Truck/Sander	\$0.00	\$180,000.00	\$0.00	\$0.00	\$0.00
	4x4 Pick-Up w/Plow	\$0.00	\$0.00	\$40,000.00	\$40,000.00	\$40,000.00
<b>DPW-Parks</b>	Athletic Field Groomer	\$0.00	\$0.00	\$16,000.00	\$16,000.00	\$16,000.00
	4 Door 4x4 Pick-Up w/Plow	\$0.00	\$0.00	\$60,000.00	\$60,000.00	\$60,000.00
<b>DPW-Landfill</b>	Landfill share of Roll-Off Truck	\$16,000.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>DPW-WWTP</b>	Roll of Truck	\$64,000.00	\$0.00	\$0.00	\$0.00	\$0.00
	4x4 Pick-Up w/Plow/ILift Gate	\$0.00	\$0.00	\$50,000.00	\$50,000.00	\$50,000.00
<b>DPW-Misc</b>	Queensville Dam Repair	\$0.00	\$0.00	\$60,000.00	\$60,000.00	\$60,000.00
	I & I Mitigation	\$0.00	\$0.00	\$300,000.00	\$300,000.00	\$300,000.00



Department	Description	FY07 Expended	FY08 Budgeted	FY09 Requested	Cap Planning Recommended FY2009	Selectboard Recommended FY2009
<b>Council on Aging</b>	Roof Repairs-Engineeering Study	\$0.00	\$0.00	\$158,550.00	\$10,000.00	\$10,000.00
	Window Replacement	\$0.00	\$0.00	\$10,800.00	\$10,800.00	\$10,800.00
<b>Library</b>	HVAC Replacement	\$0.00	\$0.00	\$74,000.00	\$74,000.00	\$74,000.00
	ADA Renovations	\$0.00	\$0.00	\$20,000.00	\$0.00	\$0.00
<b>Ambulance</b>	Ambulance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	Dispatch Console	\$0.00	\$0.00	\$0.00	\$0.00	\$116,174.00
<b>Ledges Golf Club</b>	Driving Range	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	Clubhouse Feasibility/Design					
	Water Looping	\$0.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00
	** Clubhouse Construction		\$51,550.00	\$0.00	\$0.00	\$0.00
Selectboard	Toth Property	\$0.00	\$330,000.00	\$0.00	\$0.00	\$0.00
Total:		\$497,159.00	\$970,645.00	\$1,309,350.00	\$1,240,800.00	\$1,356,974.00

\*WWTP -FY06 borrowing of \$6.5 million for Pump Station Improvement,FY07 \$1.4 million borrowing for WWTP CSO, FY08 \$125,000 borrowing for WWTP-Phase II

\*\*Ledges Clubhouse Construction - borrowing of \$698,475

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## **Section II**

**Departmental Budget Requests**

**Goals and Objectives**

**FY2008 Departmental Accomplishments**

## Reserve Fund

**Mission Statement:**

*The legal purpose of the Reserve Fund is to fund extraordinary and unforeseen expenditures, transfers from which are voted at the discretion of the Appropriations Committee.*

**FY 2009 Departmental Key Result Areas:****FY2009 Budget**

<u>Service Levels</u>	<u>FY06 Actual</u>	<u>FY07 Actual</u>	<u>FY08 Budget</u>	<u>FY09 Request</u>	<u>Change FY08-09</u>	<u>Selectboard's Recommended</u>	<u>Change from Request</u>
Services	\$25,619.00	\$28,066.00	\$45,000.00	\$45,000.00	\$0.00	\$45,000.00	\$0.00
Total	\$25,619.00	\$28,066.00	\$45,000.00	\$45,000.00	\$0.00	\$45,000.00	\$0.00

**Narrative I: Major Components:****Narrative II: Significant Budget Changes:**

No change is recommended at this time, although the FY 08 amount is not likely to be sufficient for extraordinary legal and snow and ice costs. An increase in this appropriation may be advisable if other accounts are budgeted conservatively.

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

## Appropriations

### **Mission Statement:**

*To consider and make recommendations to Town Meeting on matters having financial implications for the Town; to develop an annual recommendation on Town and School budgets for Town Meeting consideration; and to review and make allocations from the Reserve Fund, established pursuant to Massachusetts General Laws, for extraordinary and unforeseen expenditures during the year.*

### **FY2009 Departmental Key Result Areas:**

### **FY2009 Budget**

<u>Service Levels</u>	<u>FY06 Actual</u>	<u>FY07 Actual</u>	<u>FY08 Budget</u>	<u>FY09 Request</u>	<u>Change FY08-09</u>	<u>Selectboard's Recommended</u>	<u>Change from Request</u>
Service	\$0.00	\$0.00	\$100.00	\$100.00	\$0.00	\$100.00	\$0.00
Supplies	\$73.67	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$220.00	\$350.00	\$350.00	\$0.00	\$350.00	\$0.00
<b>Totals</b>	<b>\$73.67</b>	<b>\$220.00</b>	<b>\$450.00</b>	<b>\$450.00</b>	<b>\$0.00</b>	<b>\$450.00</b>	<b>\$0.00</b>

### **Narrative I: Major Components:**

This budget covers memberships and publications and some incidental costs of preparing town meeting materials.

### **Narrative II: Significant Budget Changes:**

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

## Selectboard

### Mission Statement: Selectboard Goals (adopted June 10, 2006)

1. To continue to explore all options for improved fiscal health of the Ledges Golf Club including thorough research and education relative to the efficacy of a debt exclusion vote for the golf course bond.
2. To monitor landfill capacity and explore options for solid waste disposal after closure
3. To continue to pursue the equitable implementation of the Recreation Land Use and Management Plan file by Holyoke Gas & Electric with the Federal Energy Regulatory Commission including but not limited to, securing \$350,000 contribution toward purchase of the Bachelor/Stony Brook Resource area, demolition of the Texon Building , trail and park system development and water withdrawal permitting program. To also improve business opportunities and aesthetics in the Falls Area.
4. To explore the potential for shared services between Town and School departments, particularly in the areas of facilities, purchasing and technology. To increase communication and information exchange with the School Department and Appropriations Committees through quarterly meetings.
5. To continue to work toward developing a long-term financial plan for the Town.
6. To support the new Town Administrator and staff so that the new Town Administrator and staff can support The Selectboard and Town.

### Town Administrator Mission Statement:

To professionally manage and administer day-to-day and long-term town activities, events, and staff and to ensure quality service delivery to residents and constituent groups by trained and qualified personnel at the most efficient cost.

### FY2009 Budget

Service Levels	FY06 Actual	FY07 Actual	FY08 Budget	FY09 Request	Change FY08-09	Selectboard's Recommended	Change from Request
P/S	\$306,714.44	\$267,751.78	\$304,521.00	\$298,405.00	(\$6,116.00)	\$291,905.00	(\$6,500.00)
Services	\$32,145.58	\$29,831.79	\$28,200.00	\$28,200.00	\$0.00	\$28,200.00	\$0.00
Supplies	\$1,151.03	\$2,099.68	\$2,075.00	\$2,075.00	\$0.00	\$2,075.00	\$0.00
Other	\$10,600.39	\$11,271.67	\$13,953.00	\$13,203.00	(\$750.00)	\$9,703.00	(\$3,500.00)
<b>Total</b>	<b>\$350,611.44</b>	<b>\$310,954.92</b>	<b>\$348,749.00</b>	<b>\$341,883.00</b>	<b>(\$6,866.00)</b>	<b>\$331,883.00</b>	<b>(\$10,000.00)</b>

### Narrative I: Major Components:

#### Personal Services:

1. This line item includes the Town Administrator Salary, Administrative Secretary position and 6.5 existing FTE clerical positions in the clerical pool.
2. Personal Services includes a "place-holder" amount of \$96,500 in salary for the new Town Administrator which, together with a "place-holder" amount of \$3,500 for deferred compensation in Other Charges, provides a round-figure "place-holder" amount of \$100,000 for a contract which will be negotiated in late April or early May.
3. Overtime of \$980 is recommended for the Administrative Secretary in lieu of some (four hours per month) of the compensatory time for Selectboard meetings. The remainder of meeting time would remain compensatory time.

**Services:** Fees for Labor Counsel have been level-funded.

**Supplies:** This line item provides for office supplies and serves as a miscellaneous account for unexpected costs when there is no existing line item.

**Other Charges:** This line item includes professional development and mileage reimbursement for the Town Administrator and Selectboard as well as dues and subscriptions and disability insurance. The tuition reimbursement budget line item has been moved to the Personnel Board budget. The deferred compensation for the Town Administrator is a "place-holder" amount of \$3,500.

**Narrative II: Significant Budget Changes:**

**Narrative III: Selectboard Recommended Variations:**

*The Selectboard recommended the "place-holder" amount for the new Town Administrator be reduced by \$10,000.*

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

**Town Administrator Key Result Areas:**

**To be determined by the Selectboard and new Town Administrator.**

## Accounting

### **Mission Statement:**

*To proficiently process and report Town related financial and/or financially related legal matters under the guidelines defined by federal law, state statute, Town By-Laws, and Town policy.*

### **FY 2009 Departmental Key Result Areas:**

- To continue to work with the Department of Public Works to prepare the information necessary to meet the GASB 34 requirement, dealing with infrastructure inventory of the Town.
- To continue to assist in expanding the knowledge and use of the MUNIS personnel system.
- To assist with the hiring of an actuary to have the Town be in compliance with GASB 45 regarding the measurement and recognition of annual OPEB costs.
- To work with the auditors to identify, improve where necessary and document the Town's internal control policies identified in the Statement on Auditing Standards N. 112.
- To obtain permission from the State to destroy old records in compliance with the retention schedules and "clean out" and organize the Accounting storage areas.

### **FY2009 Budget**

<b>Service Levels</b>	<b>FY06 Actual</b>	<b>FY07 Actual</b>	<b>FY08 Budget</b>	<b>FY09 Request</b>	<b>Change FY08-09</b>	<b>Selectboard's Recommended</b>	<b>Change from Request</b>
<b>P/S</b>	\$119,369.63	\$124,821.63	\$129,050.00	\$129,250.00	\$200.00	\$129,250.00	\$0.00
<b>Services</b>	\$0.00	\$0.00	\$10.00	\$10.00	\$0.00	\$10.00	\$0.00
<b>Supplies</b>	\$1,305.90	\$1,254.83	\$1,290.00	\$1,290.00	\$0.00	\$1,290.00	\$0.00
<b>Other</b>	\$429.14	\$447.78	\$850.00	\$850.00	\$0.00	\$850.00	\$0.00
<b>Total</b>	<b>\$121,104.67</b>	<b>\$126,524.24</b>	<b>\$131,200.00</b>	<b>\$131,400.00</b>	<b>\$200.00</b>	<b>\$131,400.00</b>	<b>\$0.00</b>

### **Narrative I: Major Components:**

The Accounting Department budget is largely made up of personnel services for three employees.

### **Narrative II: Significant Budget Changes:**

There are no significant budget changes.

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK AND NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**



## Clerk/Treasurer

**Mission Statement:** *The Town Clerk is the Keeper of the Town Seal and certifies Town Meeting records as well as the records filed in other town departments. The office is responsible for maintaining vital records, oversees the election process, the sale of various licenses (marriage, dog etc), annual Town census, voter registration and administers the Oath of Office. The Treasurer is responsible for collecting, managing and investing town funds; reconciles all bank accounts; oversees the borrowing process for capital projects; payroll process and benefits package, cash management reports to local and state authorities; payment of withholding taxes and retirement dues; and, through the Town Accountant, assures proper payment of bills.*

### FY 2009 Departmental Key Result Areas:

1. Prepare and execute three elections, a very busy election year.
2. Train staff and poll workers on the use of the new Automark Voting Machines.
- 3 .Continue legal process on tax title accounts.

### FY 2009 Budget

<u>Service Levels</u>	<u>FY06 Actual</u>	<u>FY07 Actual</u>	<u>FY08 Budget</u>	<u>FY09 Request</u>	<u>Change FY08-09</u>	<u>Selectboard's Recommended</u>	<u>Change from Request</u>
P/S	\$160,479.56	\$157,348.08	\$162,370.00	\$162,570.00	\$200.00	\$162,570.00	\$0.00
Services	\$8,892.65	\$4,479.68	\$6,000.00	\$8,000.00	\$2,000.00	\$8,000.00	\$0.00
Supplies	\$6,194.45	\$6,525.04	\$6,860.00	\$7,000.00	\$140.00	\$7,000.00	\$0.00
Other	\$13,533.93	\$12,577.44	\$17,650.00	\$21,563.00	\$3,913.00	\$21,563.00	\$0.00
<b>Total</b>	<b>\$189,100.59</b>	<b>\$180,930.24</b>	<b>\$192,880.00</b>	<b>\$199,133.00</b>	<b>\$6,253.00</b>	<b>\$199,133.00</b>	<b>\$0.00</b>

**Narrative I: Major Components:** This budget is funded by taxation.

**Narrative II: Significant Budget Changes:** The increase in personal services is a longevity increase for one employee. The increase for legal services is requested to process land court procedures on delinquent tax properties. The increase in "other" includes \$10,611 for administration fees for the six (6) loans the Town has made through the Massachusetts Abatement Trust, which will be reimbursed from the Sewer Fund. The other bank service charges have remained the same.

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**

## Tax Collector

**Mission Statement:** *The Collector's Office endeavors to collect all taxes and fees that are committed in a quick and efficient manner, in accordance with Massachusetts General Laws Chapter 60.*

### FY09 Key Result Areas:

1. Compilation of a complete and comprehensive operations, instructions and office procedures manual for the Collector's Office.
2. Research the legal options for dealing with the unknown owner properties currently showing on real estate taxes commitments dating back to 2004.

#### Carry-overs from 2008

3. Installation of Drop Box outside of Town Hall. This goal remains on-going as of January, 2008.
4. Link to the Assessor's Ownership Directory Database when operable. Input all sewer and trash account numbers associated with map and parcels into the database.
5. Organization of the Collector's basement storage areas. This will involve cleaning the old storage area and placing more current records into the new storage area that has been allotted. Will require assistance from the DPW.
6. Continue maintenance of all bill files. Continue to research old balance on bills, especially excise abatement, dating back to the 1980's and take appropriate steps to reduce these commitments to zero.

### FY 2009 Budget

Service Levels	FY06 <u>Actual</u>	FY07 <u>Actual</u>	FY08 <u>Budget</u>	FY09 <u>Request</u>	Change <u>FY08-09</u>	Selectboard's <u>Recommended</u>	Change from <u>Request</u>
P/S	\$83,421.60	\$101,278.11	\$87,179.00	\$87,179.00	\$0.00	\$87,179.00	\$0.00
Services	\$9,331.86	\$7,635.44	\$8,350.00	\$8,350.00	\$0.00	\$8,350.00	\$0.00
Supplies	\$1,796.98	\$3,427.05	\$1,725.00	\$1,725.00	\$0.00	\$1,725.00	\$0.00
Other	\$10,690.57	\$8,209.68	\$11,965.00	\$11,965.00	\$0.00	\$11,965.00	\$0.00
<b>Total</b>	<b>\$105,241.01</b>	<b>\$120,550.28</b>	<b>\$109,219.00</b>	<b>\$109,219.00</b>	<b>\$0.00</b>	<b>\$109,219.00</b>	<b>\$0.00</b>

### Narrative I: Major Components

Personal Services make up 80% of the budget  
 Services make up 8% of the budget  
 Supplies make up 2% of the budget  
 Other Charges make up 10% of the budget

### Narrative II: Significant Budget Changes:

7% (\$3,663.25) of the Collector's Salary is funded from the Sewer Enterprise Fund.

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME

## Assessors

### Mission Statement:

*The Board of Assessors works to deliver fair and equitable assessments on all real and personal property within the Town.*

### FY 2009 Departmental Key Result Areas:

- Goal 1: To set the tax rate and perform the tax billing in a timely fashion.
- Goal 2: Create a listing of streets and start taking photos of properties to be included on the property record cards within Vision software. This will most likely be a multi-year task.
- Goal 3: Create new extra feature and outbuilding codes within Vision. Certain items have never had a code created for uniformity in pricing and depreciation.
- Goal 4: Work on cleaning up the storage areas for the department. Most of the records of the Assessor's office are permanent records including all property record cards. Currently the Assessors records are housed in three different storage areas. The Assessor's office was reassigned to the large room located behind the Chamber of Commerce office. Shelving units need to be purchased, built, and items need to be removed from one room and placed in the other. Then the shelving units in the other storage areas need to be dismantled, moved and reassembled so that the rest of the documents can be moved into this one room.

### FY 2009 Budget

<u>Service Levels</u>	<u>FY06 Actual</u>	<u>FY07 Actual</u>	<u>FY08 Budget</u>	<u>FY09 Request</u>	<u>Change FY08-09</u>	<u>Selectboard's Recommended</u>	<u>Change from Request</u>
P/S	\$122,299.69	\$123,186.58	\$128,002.00	\$128,002.00	\$0.00	\$128,002.00	\$0.00
Services	\$11,851.21	\$8,923.25	\$12,900.00	\$12,900.00	\$0.00	\$12,900.00	\$0.00
Supplies	\$2,348.25	\$5,073.12	\$2,500.00	\$2,500.00	\$0.00	\$2,500.00	\$0.00
Other	\$3,075.83	\$3,598.87	\$2,500.00	\$2,500.00	\$0.00	\$2,500.00	\$0.00
<b>Total</b>	<b>\$139,574.98</b>	<b>\$140,781.82</b>	<b>\$145,902.00</b>	<b>\$145,902.00</b>	<b>\$0.00</b>	<b>\$145,902.00</b>	<b>\$0.00</b>

### Narrative I: Major Components:

87.74% of the Assessor's budget is for personal services. (FY 08 was 87.37%)  
 8.84% of the Assessor's budget is for outside services such as mapping, deeds, consulting etc. (FY 08 was 9.11%)  
 1.71% of the Assessor's budget is for office supplies. (FY 08 was 1.76%)  
 1.71% of the Assessor's budget is for professional development. This pays for meetings and educational programs. (FY 08 was 1.76%)

### Narrative II: Significant Budget Changes:

The Assessor's budget has not changed from last year. Our office tries to reallocate funds within the department to cover anticipated projects etc.

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME**

## Assessors-Revaluation

### Mission Statement:

*The Board of Assessors works to deliver fair and equitable assessments on all real and personal property within the Town.*

### FY 2009 Budget

<u>Service Levels</u>	<u>FY06 Actual</u>	<u>FY07 Actual</u>	<u>FY08 Budget</u>	<u>FY09 Request</u>	<u>Change FY08-09</u>	<u>Selectboard's Recommended</u>	<u>Change from Request</u>
Services	\$33,000.00	\$7,000.00	\$0.00	\$38,500.00	\$38,500.00	\$20,000.00	(\$18,500.00)
Total	\$33,000.00	\$7,000.00	\$0.00	\$38,500.00	\$38,500.00	\$20,000.00	(\$18,500.00)

### Narrative I: Major Components:

### Narrative II: Significant Budget Changes:

### Narrative III: Selectboard Recommended Variations:

*The Selectboard has recommended funding \$20,000 for fiscal year 2009 and the remaining requested balance of \$18,500 in fiscal year 2010*

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

## Elections

### **Mission Statement:**

*The Elections Division is responsible for the preparation of all state and local elections. Duties include posting of warrants, preparation of materials for polling places, ballot preparation, and supervision of election personnel. Other duties include voter registration and census updates, voter certification, and supervision of recounts of disputed elections.*

### **FY 2009 Departmental Key Result Areas:**

The new handicapped voting machines are now available for all elections. These machines may be used by any voter with handicapped persons given priority.

### **FY 2009 Budget**

<u>Service Levels</u>	<u>FY06 Actual</u>	<u>FY07 Actual</u>	<u>FY08 Budget</u>	<u>FY09 Request</u>	<u>Change FY08-09</u>	<u>Selectboard's Recommended</u>	<u>Change from Request</u>
P/S	\$6,130.46	\$21,115.52	\$13,425.00	\$18,141.00	\$4,716.00	\$18,141.00	\$0.00
Services	\$5,764.05	\$9,805.87	\$7,000.00	\$13,300.00	\$6,300.00	\$13,300.00	\$0.00
Supplies	\$75.00	\$800.68	\$800.00	\$800.00	\$0.00	\$800.00	\$0.00
<b>Total</b>	<b>\$11,969.51</b>	<b>\$31,722.07</b>	<b>\$21,225.00</b>	<b>\$32,241.00</b>	<b>\$11,016.00</b>	<b>\$32,241.00</b>	<b>\$0.00</b>

### **Narrative I: Major Components:**

### **Narrative II: Significant Budget Changes:**

The increase in this budget is attributable to one more election in FY09 than budgeted for in FY08. There will be two State Elections and the Annual Town Election. The town will receive \$3,284 from the State for the additional hours the polls remain open for the state elections. The Commonwealth of Mass will pay for programming the AUTOMARK system for handicapped voters for calendar years 2007 and 2008. For all elections after that the town will pay \$5,000 for programming for every election held in the Town.

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**

## Town Hall

### Mission Statement:

*To continue to develop a routine maintenance and predictable capital plan for town building needs Reference: REPORT ON TOWN HALL CONDITION, MAINTENANCE, and NEEDS – September 2002*

**FY 2009 Departmental Key Result Areas:** A program of replacement, retrofit and/or updating infrastructure will save funds and reduce problems for both town and school users.

### FY 2009 Budget

<u>Service Levels</u>	<u>FY06 Actual</u>	<u>FY07 Actual</u>	<u>FY08 Budget</u>	<u>FY09 Request</u>	<u>Change FY08-09</u>	<u>Selectboard's Recommended</u>	<u>Change from Request</u>
P/S	\$24,690.65	\$16,682.36	\$18,053.00	\$18,407.00	\$354.00	\$18,407.00	\$0.00
Services	\$104,640.13	\$96,473.78	\$106,800.00	\$107,350.00	\$550.00	\$107,350.00	\$0.00
Supplies	\$5,748.29	\$12,375.65	\$4,000.00	\$5,700.00	\$1,700.00	\$7,300.00	\$1,600.00
	See Capital						
Sched Mntce	Planning Report	\$5,950.00	\$5,000.00	\$5,000.00	\$0.00	\$5,000.00	\$0.00
<b>Total</b>	<b>\$135,079.07</b>	<b>\$131,481.79</b>	<b>\$133,853.00</b>	<b>\$136,457.00</b>	<b>\$2,604.00</b>	<b>\$138,057.00</b>	<b>\$1,600.00</b>

\*All capital expenditures and appropriations are included in the FY09 Capital Planning Report

### Narrative I: Major Components:

This budget includes custodial services, electricity, fuel, telephone, postage, water, sewer, copier costs and miscellaneous building repairs in addition to the following:

1. Personnel Services: Building Custodian OT-52 hours, \$1,000. The Building Custodian works 14 hours per week in the Police Department and 26 hours in the Town Hall.
2. Electricity: Level-funding at \$20,000 may be sufficient.
3. Fuel: Increase of \$3,000 (15%).
4. Telephone: A budget reduction of \$5,500 appears to be possible.
5. Postage: Level-funding at \$33,000 may not be sufficient, but savings must be sought.
6. Repair/Maintenance Buildings: Level-funding at \$11,750.
7. Repair/Maintenance Office Equipment: An increase of \$1,300 is recommended for the lease of a new postage machine.

**Narrative II: Significant Budget Changes:** An increase of \$1,300 is recommended for the lease of a new postage machine. In FY 08 a new line item, Scheduled Maintenance, was approved in the amount of \$5,000 for carpet replacement of two offices per year in Town Hall.

### Narrative III: Selectboard Recommended Variations:

*The Selectboard has recommended increasing the other expense budget by \$1,600 for the purpose of purchasing a defibrillator for Town Hall*

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK AND NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

## Town Counsel

**Mission Statement:**

*To provide ongoing legal counsel, representation and defense of the Town regarding legal matters.*

**FY 2009 Departmental Key Result Areas:**

**FY 2009 Budget**

<u>Service Levels</u>	<u>FY06 Actual</u>	<u>FY07 Actual</u>	<u>FY08 Budget</u>	<u>FY09 Request</u>	<u>Change FY08-09</u>	<u>Selectboard's Recommended</u>	<u>Change from Request</u>
P/S	\$2,599.92	\$2,599.92	\$2,601.00	\$2,601.00	\$0.00	\$2,601.00	\$0.00
Services	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$0.00	\$30,000.00	\$0.00
<b>Total</b>	<b>\$32,599.92</b>	<b>\$32,599.92</b>	<b>\$32,601.00</b>	<b>\$32,601.00</b>	<b>\$0.00</b>	<b>\$32,601.00</b>	<b>\$0.00</b>

**Narrative I: Major Components:** These line items are for Town Counsel's annual retainer (Personal Services: \$2,600.00) and costs incurred for legal representation and expenses associated with legal opinions, litigation, etc (Counsel Services). This line item also funds special counsel. FY 08 costs will greatly exceed the budget, but such a high level of costs will not necessarily be repeated in FY09.

**Narrative II: Significant Budget Changes:**

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**

## Human Resources

**Mission Statement:** *The Human Resources Department works toward fostering an atmosphere of openness and customer service for both the internal and external customer in a manner that exceeds the customer's expectations. Additionally, the Department deals with a wide variety of workplace issues and seeks to improve the quality and effectiveness of Town services by recruiting the best employees, and reviewing and improving Departments' organizational structures.*

*The mission of the Chief Procurement Officer is to ensure that materials, equipment and services purchased by all Town Departments are in compliance with state statutes and local ordinances, while promoting fairness and integrity. Additionally, the Chief Procurement Officer's function is to obtain high quality supplies and services at the lowest possible cost. The Chief Procurement Officer is also responsible for the disposal of surplus property.*

### FY 2009 Departmental Key Result Areas:

- Goal 1:** Continue to provide training and development opportunities which will allow staff to meet personal needs and goals within, and consistent with, Town goals and objectives. An example of this is determining training opportunities/needs for department heads in communication skills, effective supervision, and time management etc.
- Goal 2:** Coordinate a staff development customer service workshop to be conducted by an outside trainer.
- Goal 3:** Continue work on the performance evaluation system, ensure uniformity and equity of application of system, with Personnel Review Board address issues and assure timely administration of salary increases.
- Goal 4:** Assist the Accounting Office in expanding the knowledge and use of the MUNIS personnel system. The use of this system will allow electronic tracking of the employees' work, attendance and salary history, in addition to other benefits.

### FY 2009 Budget

Service	FY06	FY07	FY08	FY09	Change	Selectboard's	Change from
<u>Levels</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Request</u>	<u>FY08-09</u>	<u>Recommended</u>	<u>Request</u>
P/S	\$0.00	\$38,110.74	\$39,453.00	\$39,453.00	\$0.00	\$39,453.00	\$0.00
Services	\$0.00	\$1,355.46	\$1,630.00	\$1,630.00	\$0.00	\$1,630.00	\$0.00
Supplies	\$0.00	\$791.89	\$800.00	\$800.00	\$0.00	\$800.00	\$0.00
Other	\$0.00	\$887.37	\$920.00	\$920.00	\$0.00	\$920.00	\$0.00
<b>Total</b>	<b>\$0.00</b>	<b>\$41,145.46</b>	<b>\$42,803.00</b>	<b>\$42,803.00</b>	<b>\$0.00</b>	<b>\$42,803.00</b>	<b>\$0.00</b>

### Narrative I: Major Components:

**P/S.** 30 hours per week salary of Personnel/Chief Procurement Officer

**Services.** Fees to contract with an outside trainer to come on-site and conduct customer service training sessions for staff. Registration for training seminars relevant to the position. Mileage for attendance to Massachusetts Municipal Personnel Association (MMPA) or Massachusetts Association of Public Purchasing Officials (MAPPO) meetings.

**Supplies.** To purchase office supplies necessary to support the department.

**Other.** \$120 annual membership dues to MMPA and \$150 annual membership dues to MAPPO. \$650 to attend Inspector General's Office seminar on Supplies and Services Contracting.

### Narrative II: Significant Budget Changes:

No changes to FY09 budget.

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.



## Personnel Board

### Mission Statement:

*The primary mission of the Personnel Board is to administer the Town's personnel policy manual and the job classification system.*

### FY 2009 Departmental Key Result Areas:

### FY 2009 Budget

<u>Service Levels</u>	<u>FY06 Actual</u>	<u>FY07 Actual</u>	<u>FY08 Budget</u>	<u>FY09 Request</u>	<u>Change FY08-09</u>	<u>Selectboard's Recommended</u>	<u>Change from Request</u>
Services	\$184.77	\$0.00	\$220.00	\$220.00	\$0.00	\$220.00	\$0.00
Supplies	\$0.00	\$320.00	\$100.00	\$100.00	\$0.00	\$100.00	\$0.00
Other	\$0.00	\$0.00	\$0.00	\$5,000.00	\$5,000.00	\$5,000.00	\$0.00
<b>Total</b>	<b>\$184.77</b>	<b>\$320.00</b>	<b>\$320.00</b>	<b>\$5,320.00</b>	<b>\$5,000.00</b>	<b>\$5,320.00</b>	<b>\$0.00</b>

### Narrative I: Major Components:

This budget is primarily for publishing documents related to Personnel Board activities in carrying out its mission.

### Narrative II: Significant Budget Changes:

The Personnel Board has recommended a change in the amount for tuition reimbursement from \$750 to \$5,000. This line item was previously in the Selectboard budget.

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

## Wage and Classification Plan

### **Mission Statement:**

*To equitably and uniformly provide for wage and merit adjustments for exempt staff based on successful performance of identified goals and objectives and documented expectations and to provide ongoing training for staff in pertinent personnel issues and trends.*

**FY 2009 Departmental Key Result Areas:** In December of 2002, town meeting adopted a new wage and classification system for exempt employees (professional staff and those not covered under the provisions of a collective bargaining agreement or employment contract). Exempt staff received no wage increases in FY 04 and 2% in FY 03. In FY 05 all staff received training on uniformly administering the performance evaluation system and a Personnel Review Board was established to review all evaluations for equitable and uniform applications across departments. In FY 07 merit awards were 2% for Does Not Meet Expectations, 2.5% for Meets Expectations, 3.5% for Sometimes Exceeds Expectations and 4% for Often Exceeds Expectations.

The wage and classification plan was adopted with the understanding that a merit pool be established annually. It should not be viewed as a discretionary appropriation. The Personnel Review Board has recommended an \$85,000 allocation of total salary of those covered for FY09.

### **FY 2009 Budget**

<u>Service Levels</u>	<u>FY06 Actual</u>	<u>FY07 Actual</u>	<u>FY08 Budget</u>	<u>FY09 Request</u>	<u>Change FY08-09</u>	<u>Selectboard's Recommended</u>	<u>Change from Request</u>
P/S	\$58,050.00	\$61,448.00	\$79,700.00	\$85,000.00	\$5,300.00	\$85,000.00	\$0.00
Reclassifications	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10,315.00	\$10,315.00
<b>Total</b>	<b>\$58,050.00</b>	<b>\$61,448.00</b>	<b>\$79,700.00</b>	<b>\$85,000.00</b>	<b>\$5,300.00</b>	<b>\$95,315.00</b>	<b>\$10,315.00</b>

### **Narrative I: Major Components:**

Covers wage and salary adjustments for approximately 71 staff.

### **Narrative II: Significant Budget Changes:**

In FY 08 the Personnel Board in conjunction with the Personnel Review Board recommended to the Selectboard that the quartile-based plan for the merit increases no longer be used and instead use straight percentages. This recommendation was accepted by the Selectboard and increases the amount needed for the merit awards.

### **Narrative III: Selectboard Recommended Variations:**

*The Selectboard has recommended placing \$10,315 in the Wage and Classification budget for proposed reclassifications that are not final.*

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

## Information Technology

**Mission Statement:** *The I.T. Department endeavors to equip the Town with the technology, tools, and policies necessary to operate efficiently and in a cost-effective manner. The I.T. Department is charged to protect and ensure the integrity of the Town's computer systems and information. The I.T. Department also strives to ensure that technology is leveraged to create and maintain a network and data infrastructure that will position the Town for future technology trends and advances.*

### FY 2009 Departmental Key Result Areas:

Support and implement initiatives of the Technology Committee including but not limited to:

- Creation of new digital base map
- Procure hardware, software, and training for Town Hall trimble unit (GPS hardware)
- Procure Infrastructure Contract Services and work with them to design WAN and future Infrastructure initiatives
- Support employee MUNIS and application training initiatives
- Support Arcserve GIS staff training.
- Migrate to 'southhadley.ma.gov' domain, web and email
- Complete implementation and training of new web site (some of the above items assume funding is approved)
- Continue with Technology Committee initiatives. The committee will evolve and change over time. Personnel will change, new subcommittees will form. The goal is to make this a permanent committee
- Support other departments' technology initiatives.

### FY 2009 Budget

Service	FY06	FY07	FY08	FY09	Change	Selectboard's	Change from
<u>Levels</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Request</u>	<u>FY08-09</u>	<u>Recommended</u>	<u>Request</u>
P/S	\$64,248.96	\$61,818.64	\$99,674.00	\$100,074.00	\$400.00	\$100,074.00	\$0.00
Services	\$67,653.07	\$75,120.26	\$75,431.00	\$82,888.00	\$7,457.00	\$82,888.00	\$0.00
Supplies	\$10,591.03	\$6,806.37	\$9,500.00	\$10,000.00	\$500.00	\$10,000.00	\$0.00
Other	\$137.18	\$75.05	\$500.00	\$500.00	\$0.00	\$500.00	\$0.00
C/O	\$0.00	*See Capital Planning Report	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Total</b>	<b>\$142,630.24</b>	<b>\$143,820.32</b>	<b>\$185,105.00</b>	<b>\$193,462.00</b>	<b>\$8,357.00</b>	<b>\$193,462.00</b>	<b>\$0.00</b>

\*All capital expenditures and appropriations are included in the FY09 Capital Planning Report

### Narrative I: Major Components:

MUNIS support: \$48,924  
Hardware: \$9,000  
Software: \$7,000

**Narrative II: Significant Budget Changes:** Virtual Town Hall support: \$3,500, Hardware Support Increase: \$625, Anti Spam licensing: \$900

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**

\* Virtual Town Hall support - \$3,500

\* Anti Spam licensing \$900

\* Vision Appraisal System, 2 additional licenses \$4,000

## Technology Committee

### Mission Statement:

*The I.T. Department endeavors to equip the Town with the technology, tools, and policies necessary to operate efficiently and in a cost-effective manner. The I.T. Department is charged to protect and insure the integrity of the Town's computer systems and information. The I.T. Department also strives to ensure that technology is leveraged to create and maintain a network and data infrastructure that will position the Town for future technology trends and advances.*

### FY 2009 Departmental Key Result Areas:

### FY 2009 Budget

<u>Service Levels</u>	<u>FY06 Actual</u>	<u>FY07 Actual</u>	<u>FY08 Budget</u>	<u>FY09 Request</u>	<u>Change FY08-09</u>	<u>Selectboard's Recommended</u>	<u>Change from Request</u>
Services				\$23,800.00	\$23,800.00	\$23,800.00	\$0.00
	Newly created budget separate of I.T. Department			*See Capital			
C/O				Planning Report	\$0.00	\$0.00	\$0.00

\*All capital expenditures and appropriations are included in the FY09 Capital Planning Report

### Narrative I: Major Components:

### Narrative II: Significant Budget Changes:

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

## Planning Board

### Mission Statement:

*The South Hadley Planning Board and staff assists the community in efforts to achieve balanced growth, quality development, and preservation of community assets through effective development regulation, assisting in obtaining funding resources for community projects, and long-term planning.*

### FY 2009 Departmental Key Result Areas:

1. Preparation of the new Comprehensive Plan and submittal of final document for Town Meeting review.
2. Develop new Zoning Bylaw amendments and other methods to address development and retention of affordable housing to implement recommendations in the Comprehensive Plan and enhance the Town's status of complying with Chapter 40B and the Commonwealth Capital Program.
3. Preparation and submittal of a Community Development strategy including new grant applications and administration of the ETA program to revitalize the South Hadley Falls area and encourage new business development in appropriate and beneficial locations in the town.
4. Expand use of the Town's website through assisting in the implementation of Virtual Town Hall and integration of the Comprehensive Plan efforts.
5. Implementation of GIS & Integrated Permitting Subcommittee recommendations as related to Planning Board mission.
6. Review the Zoning By-Law and Subdivision Regulations to identify areas in need of revision with the FY 2009 focus being on integration with a new Stormwater Water Management Bylaw.

### FY 2009 Budget

Service	FY06	FY07	FY08	FY09	Change	Selectboard's	Change from
<u>Levels</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Request</u>	<u>FY08-09</u>	<u>Recommended</u>	<u>Request</u>
P/S	\$63,326.77	\$63,859.12	\$66,094.00	\$66,094.00	\$0.00	\$66,094.00	\$0.00
Services	\$1,825.47	\$475.95	\$1,850.00	\$2,350.00	\$500.00	\$2,350.00	\$0.00
Supplies	\$1,380.41	\$1,388.70	\$1,500.00	\$2,000.00	\$500.00	\$2,000.00	\$0.00
Governmental	\$0.00	\$0.00	\$450.00	\$450.00	\$0.00	\$450.00	\$0.00
Other	\$487.00	\$937.50	\$950.00	\$950.00	\$0.00	\$950.00	\$0.00
C/O	\$0.00	*See Capital Planning Report			\$0.00	\$0.00	\$0.00
<b>Total</b>	<b>\$67,019.65</b>	<b>\$66,661.27</b>	<b>\$70,844.00</b>	<b>\$71,844.00</b>	<b>\$1,000.00</b>	<b>\$71,844.00</b>	<b>\$0.00</b>

\*All capital expenditures and appropriations are included in the FY09 Capital Planning Report

### Narrative I: Major Components:

**Personal Services:** This category accounts for 92% of the Department's total **proposed operating** budget and consists of the Town Planner's salary.

**Services:** This category accounts for only 3% of the total proposed **operating** budget and nearly half of the non-salary expenses. Funds allocated to this category are used for: \*advertisement of public hearings for By-Law, Subdivision Regulations, and Fee Schedule amendments and public meetings for Comprehensive Plan; \*purchase of reports and similar documents.

**Supplies:** This category accounts for slightly under 3% of the total proposed **operating** budget and approximately two-fifths of the non-salary expenses. Funds allocated to this category are used for: \*computer and office supplies (including printer cartridges for the GIS plotter).

**Other:** This category provides for travel which includes training for grants, the Planning Board, and ArcGIS Software.

**Narrative II: Significant Budget Changes:**

**Increase:** The only increases are a \$500 proposed increase in the Services and Supplies categories. No significant increase or decrease is proposed in any of the other operating budget categories:

**Services:** The proposed increase is to provide advertisement of meetings on the new Comprehensive Plan.

**Supplies or Other:** The proposed increase is for supplies related to producing/distributing materials for the Comprehensive Plan.

**C/O:** The budget also includes a proposed \$40,000 in the Capital Budget for the third and final installment on the Comprehensive Plan. This is consistent with the Planning Board's original request submitted for the FY 2006-2007 Budget.

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**

## Zoning/Board of Appeals

### Mission Statement:

*Appointed by the Selectboard for the purposes of hearing and considering property owners' and residents' requests for relief from the strict application of local by-laws and to consider appeals of decisions made by the Building Commissioner.*

### FY 2009 Departmental Key Result Areas:

- Goal 1: Hear all petitions and render decisions on petitions in a timely fashion.
- Goal 2: Review all sites of petitions before the Board.
- Goal 3: Coordinate review of all applications with the Planning Department and Building Commissioner.
- Goal 4: Work with the Planning Department and Building Commissioner to consider amendments to the Zoning By-Law.
- Goal 5: Work with the Planning Department to complete new Rules, Procedures, and Application forms to govern Chapter 40B Comprehensive Permit Applications.

### FY 2009 Budget

Service	FY06	FY07	FY08	FY09	Change	Selectboard's	Change from
<u>Levels</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Request</u>	<u>FY08-09</u>	<u>Recommended</u>	<u>Request</u>
Supplies	\$0.00	\$0.00	\$100.00	\$100.00	\$0.00	\$100.00	\$0.00
Other	\$110.00	\$220.00	\$575.00	\$575.00	\$0.00	\$575.00	\$0.00
<b>Total</b>	<b>\$110.00</b>	<b>\$220.00</b>	<b>\$675.00</b>	<b>\$675.00</b>	<b>\$0.00</b>	<b>\$675.00</b>	<b>\$0.00</b>

### Narrative I: Major Components

**Other:** This line item accounts for 85% of the Board's proposed budget. The components of this item include mileage reimbursement to Board members for travel associated with making on-site reviews of each property subject of a petition before the Board and for expenses for attending an annual meeting of the Planning & Zoning Boards of Western Massachusetts. The proposed budget also includes funds to cover the cost of Board training on Chapter 40B.

### Narrative II: Significant Budget Changes:

No proposed changes in budget items.

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**

## Conservation Commission

### Mission Statement:

*To administer the Massachusetts Wetlands Protection Act and local Wetlands Bylaw within the Town, assisting the public to understand and follow the Act, Regulations and Bylaw. To protect and manage land for conservation purposes and passive recreational use. To promote the conservation of natural resources and protect the watershed resources in South Hadley.*

### FY 2009 Departmental Key Result Areas:

1. **Goal:** Maintain and revise the regulations for the local wetlands bylaw as needed.
2. **Goal:** Improve management of conservation areas by increasing public awareness of existing land available for passive recreation, location of trails, and rules for use. Work on reducing abuse of conservation land, especially by motorized vehicles, through public information, signage, or fines.
3. **Goal:** Continue participation and assistance to town officials in re-licensing of Holyoke Dam.

### FY 2009 Budget

Service Levels	FY06 <u>Actual</u>	FY07 <u>Actual</u>	FY08 <u>Budget</u>	FY09 <u>Request</u>	Change <u>FY08-09</u>	Selectboard's <u>Recommended</u>	Change from <u>Request</u>
P/S	\$31,341.56	\$31,441.80	\$38,862.00	\$38,862.00	\$0.00	\$38,862.00	\$0.00
Services	\$279.33	\$216.00	\$409.00	\$409.00	\$0.00	\$409.00	\$0.00
Supplies	\$1,015.82	\$1,356.34	\$1,400.00	\$1,400.00	\$0.00	\$1,400.00	\$0.00
Other	\$563.73	\$706.00	\$615.00	\$615.00	\$0.00	\$615.00	\$0.00
<b>Total</b>	<b>\$33,200.44</b>	<b>\$33,720.14</b>	<b>\$41,286.00</b>	<b>\$41,286.00</b>	<b>\$0.00</b>	<b>\$41,286.00</b>	<b>\$0.00</b>

**Narrative I: Major Components:** The Conservation Department's biggest expense is Personal Services. The Conservation Administrator is presently employed at 30 hours per week to assist the volunteer board in necessary tasks, such as organizing, reviewing, and scheduling hearings for permit applications, and issuing decisions by the legal deadlines. The part-time (22.5 hours/wk) services of a secretary from the clerical pool, who covers the office when the Administrator is out, in addition to doing bookkeeping, filing, research and other tasks, is included in the Selectboard's budget.

**Narrative II: Significant Budget Changes:** No changes from last year.

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME** In the future we may need to consider a budget request for dredging of the pond at Black Stevens Conservation area, next to the High School.



## Recreation

### Mission Statement:

*To provide a wide range of recreational programs and activities through the use of tax dollars and user fees.*

### FY 2009 Departmental Key Result Areas:

- KRA 1:** To oversee the Beachgrounds Park Renovation Project to completion and to ensure that all the requirements of the Urban Self-Help Grant have been met.
- KRA 2:** Continue to implement online registrations for all Recreation Department programs through the Department's new registration system. Expand usage of the system to include marketing and advertising campaigns to increase participation in programs.
- KRA 3:** To continue to work with the DPW/Parks Dept. and High School Athletic Director to improve athletic field playing conditions at all facilities in own.
- KRA 4:** Establish and implement a new youth summer program that focuses on outdoor activities such as hiking, fishing, canoeing, etc.
- KRA 5:** To update the new Town website with all Recreation Department information including programs, policies and other relevant information.
- KRA 6:** To create a standardized coaching manual for all Recreation Department coaches detailing policies and procedures, coaching advice, reports and other necessary information.

### FY 2009 Budget

Service Levels	FY06 Actual	FY07 Actual	FY08 Budget	FY09 Request	Change FY08-09	Selectboard's Recommended	Change from Request
P/S	\$61,677.09	\$64,006.88	\$74,995.00	\$74,995.00	\$0.00	\$74,995.00	\$0.00
Services	\$1,154.96	\$3,611.42	\$12,203.00	\$7,003.00	(\$5,200.00)	\$7,003.00	\$0.00
Supplies	\$3,701.69	\$5,827.40	\$2,782.00	\$2,782.00	\$0.00	\$2,782.00	\$0.00
Other	\$125.00	\$234.36	\$125.00	\$625.00	\$500.00	\$625.00	\$0.00
C/O	\$0.00	\$0.00	*See Capital Planning Report	\$0.00	\$0.00	\$0.00	\$0.00
<b>Total</b>	<b>\$66,658.74</b>	<b>\$73,680.06</b>	<b>\$90,105.00</b>	<b>\$85,405.00</b>	<b>(\$4,700.00)</b>	<b>\$85,405.00</b>	<b>\$0.00</b>

\*All capital expenditures and appropriations are included in the FY09 Capital Planning Report

**Narrative I: Major Components:** The Personal Services portion comprises 87.81% of the total FY2009 budget request for the Recreation Department.

1. The Recreation Director's salary accounts for 57.71% of the requested budget (\$49,289).
2. The Recreation Assistant's salary accounts for 21.70% of the request budget (\$18,536). This position is part time and works an average of 19.5 hours per week.
3. Seasonal help accounts for 8.40% of the requested budget (\$7,170). This accounts supports summer staff for various programs, seasonal office staff throughout the year for program maintenance and registration and program supervisors.

The Services portion comprises 8.20% of the requested budget. The breakdown of this account is:

1. \$5,428 for portable toilets at all town parks/ball fields.
2. \$1,575 for printing and binding.

The Supplies portion of the budget comprises 3.26% (\$2,782). This includes \$350 for medical supplies (ice packs, band aids, etc.), \$1,500 for recreational supplies (items for special events and specific items for buildings/parks) and \$932 for office supplies. Recreation Revolving provides for most of the Department's supplies for its sports leagues and activities through monies generated by user fees. The Other portion accounts for .73% of the total budget. This includes membership in the Pioneer Valley Parks and Recreation Association, National Recreation and Parks Association. Additional monies have been added and are included in Narrative II, #2.

**Narrative II: Significant Budget Changes:**

1. There is a \$5,200 decrease in the Purchased Services line-item due to a one time fee of \$5,200 for online registration services in the FY08 budget. Future costs for this service are built into the user fees for the programs
- .2. There is a \$500 increase under Professional Development for various staff training opportunities. Examples are Playground Safety Inspector certification, coach training, etc.
3. There is a \$40,000 reduction in the Replacement Equipment line-item for the Beachgrounds Park. This one-time Capital request will be spent as part of the Beachgrounds Renovation Project.

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME

## Police

**Mission Statement:** *The mission of the South Hadley Police Department, in partnership with the community, is to protect life and property, to understand and serve the needs of the Town's citizens, and to improve the quality of life by maintaining order, assisting in resolving problems, and apprehending criminals in a manner consistent with the law and reflective of shared community values. This Department is committed to providing a high quality of emergency medical services with the professional assistance and cooperation of the Ambulance Director and Emergency Medical Technicians from both Fire District #1 and Fire District #2.*

### FY 2009 Departmental Key Result Areas:

- Goal #1:** To enhance the dispatch service with a console design and equipment that will provide certified dispatchers the resources necessary for dispatching Police, Fire, and Emergency Medical personnel for the Town.
- Goal #2:** To utilize "Virtual Town Hall" and create a Police Department website capable of providing public service information, emergency bulletins, daily log postings, forms, reports, and resource links to better serve the community.
- Goal#3:** To continue to assist in the Emergency Medical Service provider transition from a Town operated basic ambulance service to a two jurisdictional Advanced Life Support service.
- Goal#4:** To pursue grant opportunities that would allow the department to increase its community oriented services and provide funding for replacing technological equipment.
- Goal#5:** To continue the process of reviewing, revising, and disseminating policies and procedures that govern the efficient and effective operation of the Police Department.

### FY 2009 Budget

Service Levels	FY06 Actual	FY07 Actual	FY08 Budget	FY09 Request	Change FY08-09	Selectboard's Recommended	Change from Request
P/S	\$1,715,068.60	\$1,885,665.07	\$2,012,283.00	\$2,098,617.00	\$86,334.00	\$2,098,617.00	\$0.00
Services	\$142,093.49	\$156,019.06	\$168,508.00	\$176,641.00	\$8,133.00	\$176,641.00	\$0.00
Supplies	\$73,073.10	\$83,192.77	\$87,300.00	\$112,400.00	\$25,100.00	\$112,400.00	\$0.00
Other	\$3,363.51	\$4,237.87	\$4,200.00	\$4,200.00	\$0.00	\$4,200.00	\$0.00
Cruisers	\$55,328.59	\$55,981.52	\$56,000.00	\$56,000.00	\$0.00	\$56,000.00	\$0.00
<b>Total</b>	<b>\$1,988,927.29</b>	<b>\$2,185,096.29</b>	<b>\$2,328,291.00</b>	<b>\$2,447,858.00</b>	<b>\$119,567.00</b>	<b>\$2,447,858.00</b>	<b>\$0.00</b>

## Emergency Management

Service Levels	FY06 Actual	FY07 Actual	FY08 Budget	FY09 Request	Change FY08-09	Selectboard's Recommended	Change from Request
P/S	\$1,500.00	\$1,500.00	\$5,000.00	\$5,000.00	\$0.00	\$5,000.00	\$0.00
Services	\$500.00	\$1,450.00	\$1,500.00	\$1,500.00	\$0.00	\$1,500.00	\$0.00
<b>Total</b>	<b>\$2,000.00</b>	<b>\$2,950.00</b>	<b>\$6,500.00</b>	<b>\$6,500.00</b>	<b>\$0.00</b>	<b>\$6,500.00</b>	<b>\$0.00</b>

## Matron

<u>Service Levels</u>	<u>FY06 Actual</u>	<u>FY07 Actual</u>	<u>FY08 Budget</u>	<u>FY09 Request</u>	<u>Change FY08-09</u>	<u>Selectboard's Recommended</u>	<u>Change Request</u>
P/S	\$0.00	\$0.00	\$500.00	\$500.00	\$0.00	\$500.00	\$0.00
<b>Total</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$500.00</b>	<b>\$500.00</b>	<b>\$0.00</b>	<b>\$500.00</b>	<b>\$0.00</b>

**Narrative I: Major Components:** The major expenditures for the Police Department, accounting for more than 90% of the requested budget, relate to "Personnel Services" and "Contracted Services." These line items are determined by contractual agreements with union employees, Personnel Board pay scales for non-union personnel, and annual contracts with vendors and service providers.

**Narrative II: Significant Budget Changes:** Increased contractual benefits of \$71,871 represent 80% of the increase in the FY09 budget excluding the new line items listed below. The Full Time Dispatcher line item has been modified to more accurately reflect the cost of the dispatching function. Holiday pay and overtime funding for the dispatch function has been removed from other line items and added to the Dispatcher account. An anticipated increase in base pay (\$8,736) due to additional dispatching responsibilities is also included in the FY09 request. Funding of \$15,698, representing the Town's share of the operational cost of the Hampshire County Regional Lock-up facility is a new addition to the FY09 budget. Funding for FY08 was approved through Town Meeting. At the recommendation of the Technology Committee a technology infrastructure request of \$14,592 has also been included to reflect the anticipated annual cost of maintaining the Police Departments technological infrastructure. A \$7,200 increase in Vehicular Supplies represents the increased cost of gasoline.

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**

## Forest Warden

**Mission Statement:** *To control open burning by possession of a valid permit from the Town Forest Warden issued by the Building Department, and by calling the Police Department before starting the fire each day of the permit. To prevent woodland fires and to extinguish any by calling for assistance from the Fire Districts and/or the Commonwealth's District Fire Warden.*

**FY 2009 Departmental Key Result Areas:**

### FY 2009 Budget

Service	FY06	FY07	FY08	FY09	Change	Selectboard's	Change from
<u>Levels</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Request</u>	<u>FY08-09</u>	<u>Recommended</u>	<u>Request</u>
P/S	\$499.92	\$499.96	\$500.00	\$500.00	\$0.00	\$500.00	\$0.00
Services	\$0.00	\$0.00	\$200.00	\$200.00	\$0.00	\$200.00	\$0.00
<b>Total</b>	<b>\$499.92</b>	<b>\$499.96</b>	<b>\$700.00</b>	<b>\$700.00</b>	<b>\$0.00</b>	<b>\$700.00</b>	<b>\$0.00</b>

**Narrative I: Major Components:**

**Narrative II: Significant Budget Changes:**

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**

## Building Commissioner

**Mission Statement:** *The Building Department endeavors to ensure public safety, health and welfare insofar as they are affected by building construction, through structural strength, adequate means of egress facilities, sanitary conditions, light and ventilation, energy conservation, fire safety, and the use or occupancy of buildings, structures or premises as they relate to the building code, zoning regulations and bylaws. In addition to the State Building Code the Department shall enforce all zoning regulations and the by-laws as prescribed by the South Hadley General By-Laws. The Department works with other agencies and departments to collect the information and obtain the education necessary to stay current with industry and governmental changes and requirements.*

### FY 2009 Departmental Key Result Areas:

- Maintain the Building Commissioners certification by attending training classes and receiving the required continuing education hours.
- Update contractors' workers' compensation information by distributing the State Workers' Compensation Affidavit form with all permit applications. State law requires that this information be updated yearly.
- Continue working on the subcommittee for recommendations for the implementation of the GIS and Permitting program.
- Continue working on the committee for recommendations for the new Storm Water Management By-Law.

### FY2009 Budget

<u>Service Levels</u>	<u>FY06 Actual</u>	<u>FY07 Actual</u>	<u>FY08 Budget</u>	<u>FY09 Request</u>	<u>Change FY08-09</u>	<u>Selectboard's Recommended</u>	<u>Change from Request</u>
P/S	\$54,503.14	\$56,552.52	\$60,025.00	\$60,025.00	\$0.00	\$60,025.00	\$0.00
Services	\$39.50	\$0.00	\$400.00	\$400.00	\$0.00	\$400.00	\$0.00
Supplies	\$816.17	\$1,211.79	\$900.00	\$900.00	\$0.00	\$900.00	\$0.00
Other	\$1,177.64	\$970.79	\$2,900.00	\$2,900.00	\$0.00	\$2,900.00	\$0.00
<b>Total</b>	<b>\$56,536.45</b>	<b>\$58,735.10</b>	<b>\$64,225.00</b>	<b>\$64,225.00</b>	<b>\$0.00</b>	<b>\$64,225.00</b>	<b>\$0.00</b>

### Narrative I: Major Components:

The majority of the budget reflects the salary for the Building Commissioner.

### Narrative II: Significant Budget Changes:

There are no significant changes from the FY08 budget to the FY09 budget.

FOOTNOE AND EXPLAIN ANY SIGNIFICATN SERVICE LEVEL INCREASES/DECERASES AND ANY SERVICE LEVEL TREND. ASTERICK ANY NEW SERVICE LE EL ADDED FOR THE FIRST TIME.

## Wiring

**Mission Statement:** *The Wiring Department is responsible for the review, permitting, and inspection of all dwellings for wiring and electrical compliance and safety.*

### FY 2009 Departmental Key Result Areas:

1. Maintain Wiring Inspector certification.
2. Attend training to keep up to date on the changes in the National Electrical Code.

### FY 2009 Budget

Service	FY06	FY07	FY08	FY09	Change	Selectboard's	Change from
<u>Levels</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Request</u>	<u>FY08-09</u>	<u>Recommended</u>	<u>Request</u>
P/S	\$20,108.80	\$20,316.60	\$21,264.00	\$21,264.00	\$0.00	\$21,264.00	\$0.00
Services	\$0.00	\$0.00	\$80.00	\$80.00	\$0.00	\$80.00	\$0.00
Supplies	\$161.08	\$242.08	\$400.00	\$500.00	\$100.00	\$500.00	\$0.00
Other	\$732.18	\$768.49	\$1,050.00	\$1,100.00	\$50.00	\$1,100.00	\$0.00
<b>Total</b>	<b>\$21,002.06</b>	<b>\$21,327.17</b>	<b>\$22,794.00</b>	<b>\$22,944.00</b>	<b>\$150.00</b>	<b>\$22,944.00</b>	<b>\$0.00</b>

**Narrative I: Major Components:** The majority of the budget reflects the salary of the Wiring Inspector and the Assistant Wiring Inspector. The other category reflects the travel costs for the department in addition to codebooks, trade publications, technical manuals, and training to keep updated on the electrical code.

**Narrative II: Significant Budget Changes:** The Supplies account has increased to more accurately represent the cost of office supplies and materials needed to run the department. The Other account has increased to cover the costs of books and training for the inspector to keep up to date on changes in the electrical field.

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**

## Sealer of Weights & Measures

**Mission Statement:** To test and seal all scales and gas pumps throughout the town on a periodic basis. Perform price verification checks with scanners that are used at all checkout counters.

### FY 2009 Departmental Key Result Areas:

### FY 2009 Budget

Service Levels	FY06 <u>Actual</u>	FY07 <u>Actual</u>	FY08 <u>Budget</u>	FY09 <u>Request</u>	Change <u>FY08-09</u>	Selectboard's <u>Recommended</u>	Change from <u>Request</u>
P/S	\$6,214.92	\$6,214.92	\$6,215.00	\$6,215.00	\$0.00	\$6,215.00	\$0.00
Supplies	\$0.00	\$89.00	\$50.00	\$50.00	\$0.00	\$50.00	\$0.00
Other	\$250.18	\$250.08	\$350.00	\$350.00	\$0.00	\$350.00	\$0.00
<b>Total</b>	<b>\$6,465.10</b>	<b>\$6,554.00</b>	<b>\$6,615.00</b>	<b>\$6,615.00</b>	<b>\$0.00</b>	<b>\$6,615.00</b>	<b>\$0.00</b>

### Narrative I: Major Components:

P/S is the major expenditure in this budget.

**Narrative II: Significant Budget Changes:**    None

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**



## Dog Officer

**Mission Statement:** *The Animal Control Department is on call 24/7 for any animal problems. The Board of Health and Police Department may call at any time for emergencies. The general public can also reach the Department on a 24-hour emergency basis. Animal officers carry specialized equipment to aid in the capture, transport or medical assistance as needed. Dogs are cared for in temporary shelters that are maintained without any funds from the Town. The budget has no increases but will maintain the highest quality of service. The Department also works very closely with the MSPCA. Complaints that are received by the MSPCA are investigated by the Department.*

**FY 2009 Departmental Key Result Areas:** Maintain safety for all animals taken under care. Take calls from residents with all sorts of problems from unwanted pets to barking dog complaints. Take all complaints and satisfy our residents as much as possible.

### FY 2009 Budget

Service Levels	FY06 <u>Actual</u>	FY07 <u>Actual</u>	FY08 <u>Budget</u>	FY09 <u>Request</u>	Change <u>FY08-09</u>	Selectboard's <u>Recommended</u>	Change from <u>Request</u>
P/S	\$11,491.75	\$11,405.75	\$11,615.00	\$11,615.00	\$0.00	\$11,615.00	\$0.00
Services	\$108.04	\$295.44	\$600.00	\$600.00	\$0.00	\$600.00	\$0.00
Supplies	\$98.28	\$72.52	\$100.00	\$100.00	\$0.00	\$100.00	\$0.00
Other	\$1,155.00	\$1,165.00	\$1,160.00	\$1,160.00	\$0.00	\$1,160.00	\$0.00
<b>Total</b>	<b>\$12,853.07</b>	<b>\$12,938.71</b>	<b>\$13,475.00</b>	<b>\$13,475.00</b>	<b>\$0.00</b>	<b>\$13,475.00</b>	<b>\$0.00</b>

**Narrative I: Major Components:** The largest expense in the budget is personnel services. Investigating complaints takes time and staff hours. Public complaints need a quick and timely response. Supervising care and feeding of the animals in custody takes time.

**Narrative II: Significant Budget Changes:** No increases

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**

## Parking Clerk

**Mission Statement:** *To receive and record revenues from parking tickets as well as to conduct hearings when a ticket is disputed.*

**FY 2009 Departmental Key Result Areas:**

### FY 2009 Budget

Service Levels	FY06 Actual	FY07 Actual	FY08 Budget	FY09 Request	Change FY08-09	Selectboard's Recommended	Change from Request
Supplies	\$74.14	\$204.13	\$200.00	\$200.00	\$0.00	\$200.00	\$0.00
Total	\$74.14	\$204.13	\$200.00	\$200.00	\$0.00	\$200.00	\$0.00

**Narrative I: Major Components:**

**Narrative II: Significant Budget Changes:**

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**

## DPW: Administration

**Mission Statement:** *To provide efficient and cost effective services for the safety and convenience of the public. These services include the maintenance of Roads, Bridges, Parks, Stormwater Collection Systems, Sewage Collection Systems, Wastewater Treatment, and Solid Waste Collection/Disposal and Recycling.*

**FY 2009 Departmental Key Result Areas:** *The goals and strategies shown below are for the DPW.*

**Key Result Area #1 – Preparation of a DPW Maintenance Plan**

**Goal** – To complete a DPW Maintenance Plan that details yearly maintenance activities and other required tasks

**Key Result Area #2 – Preparation of DPW Rules & Regulations Manual**

**Goal** – To complete a DPW Rules & Regulations Manual that details DPW policies

**Key Result Area #3 – Improve Communications with Residents and Customers**

**Goal** – Improve communications with residents and customers using available technology

**DPW ADMIN. - FY 2009 BUDGET**

<u>Service Levels</u>	<u>FY06 Actual</u>	<u>FY07 Actual</u>	<u>FY08 Budget</u>	<u>FY09 Request</u>	<u>Change FY08-09</u>	<u>Selectboard's Recommended</u>	<u>Change from Request</u>
P/S	\$87,189.98	\$85,176.16	\$94,580.00	\$98,663.00	\$4,083.00	\$98,663.00	\$0.00
Services	\$14,576.04	\$10,051.99	\$13,785.00	\$15,660.00	\$1,875.00	\$15,660.00	\$0.00
Supplies	\$2,733.22	\$2,816.74	\$4,000.00	\$4,000.00	\$0.00	\$4,000.00	\$0.00
Other	\$1,038.26	\$527.00	\$1,950.00	\$2,450.00	\$500.00	\$2,450.00	\$0.00
C/O	\$0.00	*See Capital Planning Report		\$0.00	\$0.00	\$0.00	\$0.00
<b>Total</b>	<b>\$105,537.50</b>	<b>\$98,571.89</b>	<b>\$114,315.00</b>	<b>\$120,773.00</b>	<b>\$6,458.00</b>	<b>\$120,773.00</b>	<b>\$0.00</b>

\*All capital expenditures and appropriations are included in the FY09 Capital Planning Report

**Narrative I: Major Components:**

The DPW Administration Personnel Services (P/S) budget line funds 47% of the wages of the DPW Superintendent, Town Engineer, Business Manager, and Senior Clerk. The remaining 53% is funded from the Solid Waste (Landfill) and Water Pollution Control (Wastewater) enterprise funds.

The DPW Administrative Services line funds 47% of the cost of the utilities at the DPW Administration Offices at 10 Industrial Road. The line also funds advertising, postage, and building maintenance expenses.

The Supplies line primarily funds the cost of office supplies and the "Other" line funds the cost of training and dues.

**Narrative II: Significant Budget Changes:** A \$4,471 increase is included in the Personnel Services line to fund 47% of a proposed raise for the Town Engineer.

The Services line has been increased \$1,875 to fund anticipated utility and building maintenance cost increases.

The Supplies line is level funded. The Other line has been increased \$500 for additional training of Administrative Staff.

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**

## DPW: Construction and Maintenance

**Mission Statement:** *The Highway Division will strive to maximize the use of available resources to provide the highest level of service to residents and to ensure safe and efficient maintenance of roads, bridges, sewer and drainage systems, sidewalks, Town trees, vehicles, and equipment.*

### FY 2009 Departmental Key Result Areas:

#### Key Result Area #1 – Implement Five Year Road and Sidewalk Improvement Plan

**Goal** – To prepare and implement a Five Year Road and Sidewalk Improvement Plan

#### Key Result Area #2 – Route 47 Bridge Replacement

**Goal** – To work with MassHighway to ensure a successful Bridge Replacement Project with as little inconvenience to residents as possible.

#### Key Result Area #3 – Prepare and Implement Tree Maintenance Program

**Goal** – Prepare and implement Tree Maintenance Program so that the Tree Warden and DPW are more proactive

### DPW: Construction & Maintenance-FY2009 Budget

Service	FY06	FY07	FY08	FY09	Change	Selectboard's	Change from
<u>Levels</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Request</u>	<u>FY08-09</u>	<u>Recommended</u>	<u>Request</u>
P/S	\$279,353.08	\$245,315.70	\$304,913.00	\$314,447.00	\$9,534.00	\$314,447.00	\$0.00
Services	\$16,630.78	\$25,064.26	\$29,500.00	\$30,000.00	\$500.00	\$30,000.00	\$0.00
Supplies	\$85,193.95	\$77,451.42	\$84,000.00	\$84,000.00	\$0.00	\$84,000.00	\$0.00
Misc.	\$7,904.00	\$3,316.39	\$8,000.00	\$8,000.00	\$0.00	\$8,000.00	\$0.00
C/O		*See Capital Planning Report			\$0.00	\$0.00	\$0.00
<b>Total</b>	<b>\$389,081.81</b>	<b>\$351,147.77</b>	<b>\$426,413.00</b>	<b>\$436,447.00</b>	<b>\$10,034.00</b>	<b>\$436,447.00</b>	<b>\$0.00</b>

\*All capital expenditures and appropriations are included in the FY09 Capital Planning Report

### Narrative I: Major Components:

The Construction and Maintenance Personnel Services (P/S) budget line funds the wages of the DPW employees who work in the Highway Division.

The Services line is primarily used to pay for yearly road striping (\$21,000). The line also funds the costs of repairs and maintenance of the Highway Garage and Town-owned traffic signals.

The Supplies line is primarily used to purchase construction supplies (pipe, asphalt, etc.) and uniforms for the Highway Division employees.

The Miscellaneous line is used to pay for police details.

### Narrative II: Significant Budget Changes:

A 3% raise and applicable step increases have been included in the P/S line for all union employees per the existing union contract. A \$500 increase has been added to the Services line for anticipated additional costs for the repair and maintenance of traffic signals.

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

## DPW: Vehicle Maintenance

Service	FY06	FY07	FY08	FY09	Change	Selectboard's	Change from
<u>Levels</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Request</u>	<u>FY08-09</u>	<u>Recommended</u>	<u>Request</u>
P/S	\$38,881.90	\$43,084.42	\$44,610.00	\$46,350.00	\$1,740.00	\$46,350.00	\$0.00
Supplies	\$93,268.90	\$92,899.67	\$96,750.00	\$111,000.00	\$14,250.00	\$111,000.00	\$0.00
<b>Total</b>	<b>\$132,150.80</b>	<b>\$135,984.09</b>	<b>\$141,360.00</b>	<b>\$157,350.00</b>	<b>\$15,990.00</b>	<b>\$157,350.00</b>	<b>\$0.00</b>

### Narrative I: Major Components:

The Vehicle Maintenance Personnel Services (P/S) line funds the wages of the DPW Mechanic.

The Supplies line is used to purchase parts, tires, and gasoline for DPW vehicles. Also, the cost of the Mechanic's uniforms are funded from this line item.

**Narrative II: Significant Budget Changes:** The Personnel Services line has been increased to reflect the 3% raise and increased longevity payment for the Mechanic as per the existing union contract. The Supplies line has been increased \$14,000 to accurately reflect the anticipated cost of gasoline in FY09.

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

## DPW: Snow and Ice

Service Levels	FY06 <u>Actual</u>	FY07 <u>Actual</u>	FY08 <u>Budget</u>	FY09 <u>Request</u>	Change <u>FY08-09</u>	Selectboard's <u>Recommended</u>	Change from <u>Request</u>
P/S	\$30,030.65	\$25,149.32	\$20,380.00	\$20,380.00	\$0.00	\$20,380.00	\$0.00
Services	\$54,587.23	\$42,655.62	\$35,670.00	\$35,670.00	\$0.00	\$35,670.00	\$0.00
Supplies	\$85,625.56	\$37,019.87	\$43,951.00	\$43,952.00	\$1.00	\$43,952.00	\$0.00
<b>Total</b>	<b>\$170,243.44</b>	<b>\$104,824.81</b>	<b>\$100,001.00</b>	<b>\$100,002.00</b>	<b>\$1.00</b>	<b>\$100,002.00</b>	<b>\$0.00</b>

### **Narrative I: Major Components:**

The Snow and Ice Personnel Services (P/S) line funds the cost of overtime associated with winter snow removal.  
The Services line is used to pay for private snow removal contractors and for the repair of DPW vehicles that are damaged while removing snow and ice.  
The Supplies line is used to purchase Salt, Sand, De-Icing materials, and parts for DPW snow removal vehicles.

**Narrative II: Significant Budget Changes:** The Total Snow and Ice budget has been increased one dollar. Reportedly, the increase is necessary to be eligible for federal and state emergency funds.

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**

## DPW-Parks

### **Mission Statement:**

*To efficiently maintain Town-owned athletic fields, parks, buildings, and grounds using available resources.*

### **FY 2009 Departmental Key Result Areas:**

#### **Key Result Area #1 – Continue Turf Management Program**

**Goal** –To provide the best athletic field turf conditions possible within the budget amount allotted.

#### **Key Result Area #2 – Prepare and Implement Parks Improvement Plan**

**Goal** – To prepare a Five Year Parks Improvement Plan that analyzes each facility and makes recommendations for improvements.

#### **Key Result Area #3 – Employee Training and Development**

**Goal** – Ensure Parks Division employees are adequately trained and possess all necessary licenses

Service Levels	FY06 Actual	FY07 Actual	FY08 Budget	FY09 Request	Change FY08-09	Selectboard's Recommended	Change from Request
P/S	\$296,813.96	\$277,294.16	\$297,257.00	\$313,915.00	\$16,658.00	\$313,915.00	\$0.00
Services	\$26,842.30	\$70,959.89	\$85,485.00	\$79,785.00	(\$5,700.00)	\$79,785.00	\$0.00
Supplies	\$41,953.15	\$59,957.62	\$44,050.00	\$49,750.00	\$5,700.00	\$49,750.00	\$0.00
Other	\$0.00	\$159.36	\$800.00	\$800.00	\$0.00	\$800.00	\$0.00
<b>Total</b>	<b>\$365,609.41</b>	<b>\$408,371.03</b>	<b>\$427,592.00</b>	<b>\$444,250.00</b>	<b>\$16,658.00</b>	<b>\$444,250.00</b>	<b>\$0.00</b>

### **Narrative I: Major Components:**

The Parks Division Personnel Services (P/S) budget line funds the salaries of the DPW employees who work in the Parks Division. The Services line is used to pay for the utilities at the Parks Division Office/Garage at the end of Taylor Way (behind the high school). The line is also used to pay for the maintenance of Town parks/facilities and of Parks Division vehicles/equipment. The Supplies line is primarily used to purchase supplies associated with the maintenance of Town parks, fields, and other properties. Parts for Parks Division vehicles/equipment and uniforms for Parks Division employees are also funded from this line. The Other line is used to pay for training for Parks Division employees.

**Narrative II: Significant Budget Changes:** A 3% raise and applicable step increases for union employees have been included in the Personnel Services line. \$5,700 has been shifted from the Services line to the Supplies line to pay for anticipated increased costs for grounds-keeping supplies. This results in no net increase to the total amount budgeted for Parks Services and Supplies.

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**

## Tree Department

Service	FY06	FY07	FY08	FY09	Change	Selectboard's	Change from
<u>Levels</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Request</u>	<u>FY08-09</u>	<u>Recommended</u>	<u>Request</u>
P/S	\$4,166.70	\$5,000.04	\$5,000.00	\$5,000.00	\$0.00	\$5,000.00	\$0.00
Services	\$44,450.65	\$46,744.27	\$56,500.00	\$56,500.00	\$0.00	\$56,500.00	\$0.00
Supplies	\$463.77	\$0.00	\$500.00	\$500.00	\$0.00	\$500.00	\$0.00
Other	\$77.82	\$1,393.13	\$3,100.00	\$3,100.00	\$0.00	\$3,100.00	\$0.00
<b>Total</b>	<b>\$49,158.94</b>	<b>\$53,137.44</b>	<b>\$65,100.00</b>	<b>\$65,100.00</b>	<b>\$0.00</b>	<b>\$65,100.00</b>	<b>\$0.00</b>

**Narrative I: Major Components:** The Tree Department Personnel Services line is used to pay the stipend for the Town Tree Warden. The Services line is used primarily to pay for tree removal contractors. The Supplies line is used to purchase equipment and supplies for tree work. The Other line provides funds for tree maintenance training and police details.

**Narrative II: Significant Budget Changes:** All lines are level funded for FY09.

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**



## DPW: Landfill

**Mission Statement:** *To efficiently operate the Department of Public Works' Solid Waste Division. The DPW strives to maximize available resources to provide the highest level of service to residents for the convenient, safe, and efficient operation of waste collection/disposal and recycling functions in Town.*

### FY 2009 Departmental Key Result Areas:

#### Key Result Area #1 – Develop Solid Waste Plan

**Goal** – Assist the Town's Solid Waste Advisory Committee in preparing a Solid Waste Plan that makes recommendations relating to the Town's future disposal of solid waste

#### Key Result Area #2 – Curbside Recycling Program

**Goal** – Improve curbside recycling to increase revenues from the Springfield Materials Recycling Facility and decrease disposal costs

#### Key Result Area #3 – Hazardous Waste and Hazardous Materials

**Goal** – Provide information and management for hazardous materials/solid waste management for residents and small quantity generators.

### FY2009 Budget-Landfill

Service Levels	FY06 <u>Actual</u>	FY07 <u>Actual</u>	FY08 <u>Budget</u>	FY09 <u>Request</u>	Change <u>FY08-09</u>	Selectboard's <u>Recommended</u>	Change from <u>Request</u>
P/S	\$143,163.32	\$150,382.00	\$160,064.00	\$157,725.00	(\$2,339.00)	\$157,725.00	\$0.00
Services	\$707,179.51	\$705,524.06	\$783,725.00	\$783,725.00	\$0.00	\$783,725.00	\$0.00
Supplies	\$6,413.25	\$12,390.91	\$12,600.00	\$14,603.00	\$2,003.00	\$14,603.00	\$0.00
C/O	\$0.00	*See Capital Planning Report	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Total</b>	<b>\$856,756.08</b>	<b>\$868,296.97</b>	<b>\$956,389.00</b>	<b>\$956,053.00</b>	<b>(\$336.00)</b>	<b>\$956,053.00</b>	<b>\$0.00</b>

\*All capital expenditures and appropriates are included in the FY09 Capital Planning Report

#### Narrative I: Major Components:

The Solid Waste Personnel Services line funds the wages of the Solid Waste Coordinator, a Senior Heavy Motor Equipment Operator, a full-time Gate Attendant, and a part-time Gate Attendant. Also, twenty percent of the wages for the DPW Administrative staff is funded from this line.

The largest component of the Services line is for expenses relating to the Town's trash and recycling curbside collection (\$556,200). The other major expenses are for tipping fees, equipment rentals, and engineering consultants.

The Supplies line is used to purchase gasoline for the hauling of trash and recycling containers by the DPW. Also purchased with funds from this line are supplies for the Recycling Center and Compost Area and uniforms for employees of the Solid Waste Division.

**Narrative II: Significant Budget Changes:** The Personnel Services line (P/S) was reduced \$2,003 due to the recent hiring of a new Solid Waste Coordinator. That amount was added to the Supplies line to pay for anticipated additional gasoline costs. The total Solid Waste budget is level funded.

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**

**LANDFILL ENTERPRISE - FY09 SUPPORTING DOCUMENTATION**

## Estimated Revenues

User Charges	\$	532,168
Other Departmental Revenue	\$	446,000
Interest Income	\$	50,000
Retained Earnings	\$	65,000
Total	\$	1,093,168

## Expenses

## Landfill Enterprise Operating Budget

Personal Services	\$	157,725
Other Expenses	\$	798,328
Total Operating Budget	\$	956,053

Estimated Amount in Wage & Class	\$	3,705	(To be transferred to P/S)
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Debt & Interest	\$	41,280
Capital Outlay	\$	-

Subtotal	\$	1,001,038
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## Direct/Indirect Costs in General Fund

Admin Services	\$	42,640
Health & Life Insurance	\$	18,459
FICA	\$	2,082
Retirement	\$	24,199
Liab. Insurance/ Misc.	\$	4,750
Subtotal	\$	92,130

Total	\$	1,093,168
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Surplus/Deficit	\$	-
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## Proposed funding is as follows:

\$936,038 to come from enterprise revenues, \$65,000 to come from enterprise retained earnings, and \$92,130 to be appropriated in the general fund and funded from Landfill Enterprise revenues.

\* (Certified Retained Earnings as of 7/1/07 - \$203,849)

## DPW: WPC Division

**Mission Statement:** *To efficiently operate and maintain the Town's Wastewater Treatment Plant and to provide safe and efficient treatment of all wastewater received and discharged to the Connecticut River.*

### FY 2009 Departmental Key Result Areas:

**Key Result Area #1 – Implement Infiltration and Inflow (I & I) Mitigation Plan**

**Goal –** Implement I & I Mitigation Plan to decrease the amount of “clean” water in the sewage collection system

**Key Result Area #2 – Ensure Compliance with EPA and DEP Regulations**

**Goal –** Ensure compliance with EPA and DEP regulations

**Key Result Area #3 – Employee Training and Development**

**Goal –** Ensure Wastewater Treatment Plant employees are adequately trained and possess all necessary licenses

### FY2009 Budget-Sewer

Service Levels	FY06 <u>Actual</u>	FY07 <u>Actual</u>	FY08 <u>Budget</u>	FY09 <u>Request</u>	Change <u>FY08-09</u>	Selectboard's <u>Recommended</u>	Change from <u>Request</u>
Services	\$43,959.38	\$47,119.82	\$70,000.00	\$70,000.00	\$0.00	\$70,000.00	\$0.00
Supplies	\$754.42	\$1,104.58	\$800.00	\$800.00	\$0.00	\$800.00	\$0.00
Other	\$0.00	\$0.00	\$350.00	\$350.00	\$0.00	\$350.00	\$0.00
<b>Total</b>	<b>\$44,713.80</b>	<b>\$48,224.40</b>	<b>\$71,150.00</b>	<b>\$71,150.00</b>	<b>\$0.00</b>	<b>\$71,150.00</b>	<b>\$0.00</b>

**Narrative I: Major Components:** The major components of the Sewer Services line are for the purchase of Purchased Services (\$33,000) and Sewerage Materials (\$29,200). Examples of purchased services are root control work and pipe camera work. Materials purchased include sewer pipe, manholes, grates, etc. The Supplies line is used to pay for uniforms for the Sewer Crew. The Miscellaneous line is used to fund police details.

**Narrative II: Significant Budget Changes:** All of the Sewer budget lines are level funded.

### FY2009 Budget-WWTP

Service Levels	FY06 <u>Actual</u>	FY07 <u>Actual</u>	FY08 <u>Budget</u>	FY09 <u>Request</u>	Change <u>FY08-09</u>	Selectboard's <u>Recommended</u>	Change from <u>Request</u>
P/S	\$444,215.90	\$472,435.95	\$531,504.00	\$545,769.00	\$14,265.00	\$545,769.00	\$0.00
Services	\$547,974.66	\$447,176.14	\$492,200.00	\$492,000.00	(\$200.00)	\$492,000.00	\$0.00
Supplies	\$50,137.69	\$83,317.57	\$98,550.00	\$98,550.00	\$0.00	\$98,550.00	\$0.00
Other	\$2,375.61	\$2,173.03	\$3,900.00	\$4,100.00	\$200.00	\$4,100.00	\$0.00
C/O	*See Capital Planning Report		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Total</b>	<b>\$1,044,703.86</b>	<b>\$1,005,102.69</b>	<b>\$1,126,154.00</b>	<b>\$1,140,419.00</b>	<b>\$14,265.00</b>	<b>\$1,140,419.00</b>	<b>\$0.00</b>

\*All capital expenditures and appropriations are included in the FY09 Capital Planning Report

**Narrative I: Major Components:** The Wastewater Treatment Personnel Services line funds the wages of the employees at the Wastewater Treatment Plant and the Sewer Maintenance Crew. Also, thirty three percent of the DPW Administrative Staff wages are funded from this budget line. The major components of the WWTP Services line are for sludge disposal (\$190,000), electricity (\$159,600), purchased services (\$45,000), and heating fuel (\$38,500). The major components of the Supplies line are for the purchase of chemicals (\$55,200), treatment plant supplies and parts (\$11,000), and lab supplies (\$8000). The Other line is used to pay for training of employees at the Wastewater Treatment Plant. All active Plant Operators are required to attend relevant training to maintain their Operators licenses.

**Narrative II: Significant Budget Changes:** A 3% raise and applicable step increases have been included in the Personnel Services line for all union employees per the existing union contract. Also, an additional \$3,000 has been added to the P/S line in anticipation of the newly hired Plant Attendant obtaining an Operator's License and being promoted to Senior Plant Attendant.

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**

**WWTP ENTERPRISE - FY09 SUPPORTING DOCUMENTATION**

## Estimated Revenues

User Charges	\$	2,047,297
Connection Fee's	\$	20,000
Other Departmental Revenue	\$	13,200
Interest Income	\$	25,000
Retained Earnings	\$	71,750
Total	\$	2,177,247

## Expenses

## WWTP Enterprise Operating Budget

Personal Services	\$	545,769
Other Expenses	\$	665,800
Total Operating Budget	\$	1,211,569

Estimated Amount in Wage & Class	\$	7,398	(To be transferred to P/S)
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Debt & Interest	\$	700,608
Capital Outlay		see note below

Subtotal	\$	1,919,575
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## Direct/Indirect Costs in General Fund

Admin Services	\$	40,946
Health & Life Insurance	\$	76,248
FICA	\$	6,230
Retirement	\$	74,210
Liab. Insurance/ Misc.	\$	60,038
Subtotal	\$	257,672

Total	\$	2,177,247
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Surplus/Deficit	\$	-
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**Note:** \$350,000 of Capital Requests have also been recommended and the funding is still yet to be determined as of the budget book.

Initial Proposed funding is as follows:

\$1,847,825 to come from enterprise revenues, \$71,750 to come from enterprise retained earnings, and \$257,672 to be appropriated in the general fund and funded from WWTP Enterprise revenues.

\* (Certified Retained Earnings as of 7/1/07 - \$673,954)

## Council on Aging

**Mission Statement:** *The Council on Aging is committed to identifying the needs of the aged populations and to act as provider of information, referral, counseling, nutrition, and health needs that encourage independence, participation, and community involvement. The Council and staff endeavor to provide meaningful educational, cultural, social, recreational and volunteer activities and to design programs and services to meet these needs and the changing needs of our elders.*

### FY 2009 Departmental Key Result Areas:

1. Survey residents 50 and over to determine future needs or interest for programs and activities.
2. Increase in-town senior transportation.
3. Evaluate Nutrition Program, or find alternatives to address financial losses.
4. Explore new revenue sources and/or new grants.
5. Continue to work on developing mental health services by partnering with a local agency.
6. Continue partnership with the Recreation Department to provide a Bocce Ball Court at the Senior Center.

### FY 2009 Budget

Service Levels	FY06 Actual	FY07 Actual	FY08 Budget	FY09 Request	Change FY08-09	Selectboard's Recommended	Change from Request
P/S	\$178,666.83	\$191,778.26	\$204,312.00	\$224,905.00	\$20,593.00	\$224,905.00	\$0.00
Services	\$53,385.92	\$49,048.72	\$50,965.00	\$55,465.00	\$4,500.00	\$55,465.00	\$0.00
Supplies	\$4,142.41	\$6,087.41	\$4,500.00	\$5,000.00	\$500.00	\$5,000.00	\$0.00
Other	\$3,339.42	\$3,104.28	\$3,658.00	\$4,100.00	\$442.00	\$4,100.00	\$0.00
C/O	\$0.00	\$0.00	\$0.00	*See Capital Planning Report			
<b>Total</b>	<b>\$239,534.58</b>	<b>\$250,018.67</b>	<b>\$263,435.00</b>	<b>\$289,470.00</b>	<b>\$26,035.00</b>	<b>\$289,470.00</b>	<b>\$0.00</b>

### Narrative I: Major Components:

Personal Services = 74%; Natural Gas=7%; Electricity=6% of the budget; Building Maintenance=3% of the budget. These items represent 90% of the total budget.

**NARRATIVE II: SIGNIFICANT BUDGET CHANGES: Personal Services:** \$6,256 Cook - Proposing to transfer 7 hours from III-C Nutrition Grant to Town Funds (for a total of 35 hrs/week, currently 28 hrs/week from Town) which will help reduce operating deficit of nutrition program. \$2,954.00 Activity/Volunteer Coordinator Proposing to reinstate 15 hours from Town Funds and 15 hours from Formula Grant to former 30 hours per week position with benefits. \$11,458 Proposed 19 ½ hours per week Senior Clerk Position (no longer have Senior Aides to assist the department.)

### COA Services:

\$1,000 reinstate some funds in Repair/Maintenance of Vehicle line item to assist with fuel costs. .

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**

## Veterans

**Mission Statement:** *The Veterans Services Department provides financial and medical assistance to needy veterans and their families. With respect and concern for the individuals involved, the department assists veterans and their survivors in obtaining benefits in accordance with State and Federal regulations. The Town has a joint Veterans District with the Towns of Granby and Easthampton.*

### FY 2009 Departmental Key Result Areas:

**Goal #1.** Communicate to the Town Administrator and Mayor of Easthampton on a monthly basis the status of spending vs funding.

**Goal #2.** Participate in the Town of South Hadley web site.

**Goal #3.** Continue the previous year's goal of strengthening organizational skills.

### FY 2009 Budget

Service Levels	FY06 <u>Actual</u>	FY07 <u>Actual</u>	FY08 <u>Budget</u>	FY09 <u>Request</u>	Change <u>FY08-09</u>	Selectboard's <u>Recommended</u>	Change from <u>Request</u>
Services	\$102,575.93	\$71,721.40	\$100,000.00	\$100,000.00	\$0.00	\$100,000.00	\$0.00
Total	\$102,575.93	\$71,721.40	\$100,000.00	\$100,000.00	\$0.00	\$100,000.00	\$0.00

### Narrative I: Major Components:

The primary component of the Veterans Services budget is budget assistance to low income veterans and their families residing in the Town of South Hadley.

### Narrative II: Significant Budget Changes:

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

## Library

**Mission Statement:** *The South Hadley Public Library has two roles in the community. The first is as a popular materials library. Current, high demand, high interest materials is provided in a variety of formats for all ages. The second role is supporting the independent learner through the resources available at the Library and beyond its walls. Documented goals for FY09 include:*

- \* Enhance & improve services through technology, collections, and services*
- \* Improve and expand efficient use of space within the library building*
- \* Upgrade & maintain facilities*
- \* Improve operational effectiveness*

*An Action Plan listing detailed activities to be taken within these goals is included in this budget proposal.*

### FY 2009 Departmental Key Result Areas:

1. Increase public Internet access through the use of wireless network devices.
2. Conduct a local marketing campaign to make people more aware of the library collection, programs, and services for all ages.
3. Facility improvements including public restroom ADA renovations, replacement of the original 1974 HVAC system, and replacement of carpet near Circulation Desk.
4. Improve Youth Services area through collection development and improved furnishings.
5. Form a Library Needs Study Committee to move forward with a Planning & Design project for improved library services and facility.

### FY 2009 Budget

Service Levels	FY06 Actual	FY07 Actual	FY08 Budget	FY09 Request	Change FY08-09	Selectboard's Recommended	Change from Request
P/S	\$324,937.12	\$301,205.93	\$339,183.00	\$339,643.00	\$460.00	\$339,643.00	\$0.00
Services	\$46,003.99	\$40,911.43	\$44,020.00	\$46,745.00	\$2,725.00	\$46,745.00	\$0.00
Supplies	\$115,252.64	\$141,598.28	\$131,525.00	\$132,225.00	\$700.00	\$132,225.00	\$0.00
Other	\$979.37	\$1,271.29	\$1,000.00	\$1,500.00	\$500.00	\$1,500.00	\$0.00
C/O	\$0.00	\$0.00	\$0.00	*See Capital Planning Report			
<b>Total</b>	<b>\$487,173.12</b>	<b>\$484,986.93</b>	<b>\$515,728.00</b>	<b>\$520,113.00</b>	<b>\$4,385.00</b>	<b>\$520,113.00</b>	<b>\$0.00</b>

### Narrative I: Major Components:

**Personnel** – The library staff consists of seven full-time and four part-time employees. The library is open six days per week, including Saturdays, for a total of 50 hours. This is the *minimum* weekly schedule for the library to qualify for State Aid to Public Libraries. Among the staff, there are department heads for Youth Services (serving children & teens), Reference (reference assistance, technology support), Circulation (patrons borrowed 156,148 items in FY07, an increase of 6% from the previous year), and Technical Services (material acquisitions, repair, & processing). The Circulation Coordinator's salary has been adjusted \$78 to correct a bookkeeping oversight. All positions that are part of the town's classification system have been level-funded pending performance reviews and future adjustments.

The Library Page (16101 51388) is an unclassified position and would be increased from \$8.50 to \$8.75 per hour to reflect a 3% increase based on a positive performance evaluation and additional duties being assigned at the Circulation Desk. The Page hours have been increased to 19 hours per week to accommodate the need for coverage during staff vacations, illness, etc.

In addition to their assigned tasks, all staff provide public services at the Circulation Desk. As such, they are expected to effectively multi-task by utilizing the various functions of the library's integrated library system (checkout & returns, system-wide holds or inter-library loan, the online catalog, paying fines, etc.), basic troubleshooting for the library's computers and copier, processing materials from other libraries, answering the telephone, and providing high quality customer service. The library recently conducted a community survey with the most positive comments reserved for the library staff and customer service.



The Library Custodian line reflects an increase to 25 hours per week based on the amount of time needed for cleaning, maintenance, and assigned projects.

**Services** – Most line items listed under services are utilities with fixed costs beyond the library's control. Regarding **Electricity**, SHELd can not make an accurate prediction at this time of FY09 rates. The federal energy outlook predicts at 9.6% increase in residential electricity rates, and the library's budget amount reflects this prediction. **Natural Gas** prices will increase 1.5% this current year and the federal energy outlook predicts another 2.7% increase for FY09; the line reflects these figures. The **Telephone** line has been level-funded. **Postage** costs have increased as the Postal Service raised rates. The library regularly mails overdue notices, inter-library loan materials to/from other states, and general business letters/packages. The library plans to conduct a marketing campaign in FY09 to increase use of the library, with direct mailing being a part of that plan. The library requests \$450 in this line. **Water** costs have increased slightly and the line reflects this. **Sewer** rates have been level-funded. **Lease Computer Equipment** is the line used to pay the annual assessment to C/WMARS, a regional consortium providing an integrated library network among area libraries. Through this membership the library receives Internet access, the online library catalog, computerized circulation system, patron-placed and system-wide holds/reserves of materials, an efficient public computer reservation system, online databases, technical support, and training opportunities. The library's FY09 assessment is \$21,477 with additional funds requested for anti-virus software upgrades and hardware maintenance. During meetings of the town's Technology Infrastructure and Security Subcommittee, it was noted that funds for regular technology upgrades and maintenance should be part of the operating budget.

**Supplies – Educational Supplies** is the line used to purchase materials for the library collection. These include books, movies, magazines, newspapers, music, and local history/genealogy databases for various age groups and community interests. FY09 will mark a transitional year as the library begins to phase out older media formats (e.g. books on cassette & VHS movies) to make room for more current and popular materials. **Library Supplies** include both general office supplies (markers, tape, paper, etc.) and library supplies (labels, security cases, shelving, etc). In FY09 the library will purchase a receipt printer for the Circulation Desk that should make inter-library loan processing more efficient while reducing the amount of paper used for these transactions. The library also plans to replace four Windows 2000 computers with current machines at a total cost of approximately \$3600. The library is cleaning the basement as an additional storage area and will be purchasing shelving for that purpose. **Custodial Supplies** funds janitorial products, cleaning supplies, and building maintenance. The original 1906 building requires regular maintenance and many of the furnishings/equipment in the 1974 addition are original to that time or carry-overs from the century-old building. Among the most pressing needs in this area are new carpeting in the circulation work area (current rips are taped down but represent tripping hazards), cleaning of the HVAC air ducts, replacement of rotted wood at the Gaylord Street entrance, and other minor repairs.

**Other Expenses – In-state Travel** is used to reimburse staff using their own vehicles for continuing education workshops, training, and professional conferences. The library makes use of many workshops available to staff at no charge through C/WMARS, the Western Mass. Regional Library System, and related organizations. In order for staff to be able to cover multiple library services, all are encouraged to attend professional development opportunities. This line has been requested at the FY07 funding level.

#### **Narrative II: Significant Budget Changes:**

The FY09 library budget requests a less than 1% increase from the previous year. In order to qualify for State Aid to Public Libraries (FY08 state funds received = \$32,362), the library must meet a Municipal Appropriation Requirement (MAR). This requirement is set by the state as a prerequisite for State Aid and is based on the average of the previous three years, plus 2.5%. Based on the library's FY09 proposal and the town's FY2009 MAR of \$532,030 there is a funding shortfall of \$11,917. It is assumed that the difference will be made up by the town's allocation of public funds to the independent Gaylord Memorial Library. The two libraries are separate entities with their own Trustee Boards, operating budgets, and staff. The South Hadley Public Library is the recognized municipal public library for the Town of South Hadley, however the Massachusetts Board of Library Commissioners allows funds allocated to the Gaylord Library to be counted towards the Municipal Appropriation Requirement. Failure to meet the MAR will jeopardize the town's FY09 State Aid to Public Libraries which is included on the town's Cherry Sheet estimates and partially used to offset the library's municipal budget appropriation. Library State Aid also funds purchases and improvements not affordable through the municipal budget.

The Library Page's hours have been increased from 17 to 19 hours per week to reflect the need for staff coverage of the Circulation Desk. The library is open three evenings a week until 8:00 and the Library Page often provides staff coverage of evening hours due to vacations or illness among other Circulation staff. By remaining below 20 hours per week, this position remains ineligible for benefits.

The Custodian's hours have been increased from 20 to 25 hours per week to reflect a greater need for regular cleaning and maintenance of the facility. In addition to daily vacuuming and cleaning, the Custodian works on assigned projects such as reorganizing the basement storage areas, assembling furniture, and moving furnishings within the building.

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME:**

The South Hadley Public Library continues to be well used as it adapts its traditional services to meet the current needs of our community. From FY06 to FY07:

1. Circulation of library materials increased 6% to 156,148 items checked out.
2. Inter-library loans received from other libraries increased 31% to 13,876, not counting materials received and sorted on behalf of the Gaylord Memorial Library. The two year increase, FY05-FY07, is 85%! The ability to support this popular service has been achieved by incorporating inter-library loan responsibilities into the daily work routines of all staff.
3. Attendance at public programs increased almost 7% to 2,909.

## Gaylord Library

### **Mission Statement:**

*To serve the entire community as a free public library, providing materials for educational support, independent learning, and general reading enjoyment.*

### **FY 2009 Budget**

Service	FY06	FY07	FY08	FY09	Change	Selectboard's	Change from
<u>Levels</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Request</u>	<u>FY08-09</u>	<u>Recommended</u>	<u>Request</u>
Services	\$9,000.00	\$12,000.00	\$12,500.00	\$13,500.00	\$1,000.00	\$13,500.00	\$0.00
<b>Total</b>	<b>\$9,000.00</b>	<b>\$12,000.00</b>	<b>\$12,500.00</b>	<b>\$13,500.00</b>	<b>\$1,000.00</b>	<b>\$13,500.00</b>	<b>\$0.00</b>

**Narrative I: Major Components:** Gaylord Library's total budget expenditures for this period were over \$84,000. The largest components of these expenditures were salaries, library materials, and the automation project.

### **Narrative II: Significant Budget Changes:**

Gaylord Library has just completed a major improvement project – the automation (computerization) of the library's catalog, circulation, and reporting functions. This project cost in excess of \$30,000, most of which was funded through gifts and a great deal of volunteer labor. In addition to providing increased service levels, five new computers and related furniture and a new security system were added. The Town appropriation continues to be a very important revenue source for Gaylord Library, providing approximately 15% of the budget last year. Due to steadily increasing costs of books, media, supplies and salaries, a \$1,000 increase in the budget request for FY09 is respectfully requested.

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME:** As mentioned above, the Library is now fully automated, providing faster, more efficient service and internet access to our catalog. Our circulation has increased in several areas, most notably Adult Fiction, Moves and Music, and Children's Audio books. The demand for new media is difficult to meet due to increasing costs. We have also begun work on the Library's local History Collection and have organized and archivally preserved two important collections: the South Hadley Families collection and the Kinney collection. With adequate funding, we hope to continue with this project to make important and previously inaccessible South Hadley historical documents available to residents and researchers.

# Town Audit

**Mission Statement:**

**FY2009 Departmental Key Result Areas:**

## **FY 2009 Budget**

<b>Service Levels</b>	<b>FY06 Actual</b>	<b>FY07 Actual</b>	<b>FY08 Budget</b>	<b>FY09 Request</b>	<b>Change FY08-09</b>	<b>Selectboard's Recommended</b>	<b>Change from Request</b>
Services	\$18,500.00	\$19,566.00	\$20,500.00	\$20,500.00	\$0.00	\$20,500.00	\$0.00
Actuary	\$0.00	\$0.00	\$12,000.00	\$0.00	(\$12,000.00)	\$6,000.00	\$6,000.00
<b>Totals</b>	<b>\$18,500.00</b>	<b>\$19,566.00</b>	<b>\$32,500.00</b>	<b>\$20,500.00</b>	<b>(\$12,000.00)</b>	<b>\$26,500.00</b>	<b>\$6,000.00</b>

## **Narrative I: Major Components:**

For annual fiscal year audit of Town and School accounts are required by statute.

## **Narrative II: Significant Budget Changes:**

The Auditing contract was put out to bid in the fall of 2006. A three year bid, with an additional two year option was approved by the Selectboard in November. The new contract calls for annual amounts of \$19,500, \$20,500, \$20,500, \$22,000 and \$22,000 respectively. The actuary expense is not necessary in FY09.

## **Narrative III: Selectboard Recommended Variations:**

*The Selectboard has recommended appropriating \$6,000 for a portion of the actuarial study in compliance with GASB 45, with the balance of \$6,000 being provided in fiscal year 2010.*

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

OTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

## Cable Studio

### **Mission Statement:**

*The Cable Studio provides the South Hadley community with channel time, production equipment, training and technical assistance free of charge for the production and presentation of non-commercial programs.*

### **FY2009 Departmental Key Result Areas:**

1. Continue to increase the variety of programming seen on channel 15
2. Upgrade the satellite dish that provides programming for channel 12 and increase programming variety
3. Continue to improve school curriculum support, workflow and instruction routines

### **2009 Budget**

Service	FY06	FY07	FY08	FY09	Change	Selectboard's	Change from
<u>Levels</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Request</u>	<u>FY08-09</u>	<u>Recommended</u>	<u>Request</u>
P/S	\$38,519.22	\$42,452.63	\$48,860.00	\$48,860.00	\$0.00	\$48,860.00	\$0.00
Legal Services	\$0.00	\$0.00	\$10,000.00	\$0.00	(\$10,000.00)	\$0.00	\$0.00
Equipment	\$9,978.39	\$9,982.09	\$0.00	\$9,500.00	\$9,500.00	\$9,500.00	\$0.00
Other	\$0.00	\$9,000.00	\$10,000.00	\$10,000.00	\$0.00	\$10,000.00	\$0.00
<b>Total</b>	<b>\$48,497.61</b>	<b>\$61,434.72</b>	<b>\$68,860.00</b>	<b>\$68,360.00</b>	<b>(\$500.00)</b>	<b>\$68,360.00</b>	<b>\$0.00</b>

**Narrative I: Major Components:** Any spending other than the traditional part-time and salaried staff is related to standard equipment upgrades and traditional operational expenses.

**Narrative II: Significant Budget Changes:** Satellite Dish Tuner & Receiver, \$9500: The Cable studio has two channels: Channel 15 & Channel 12. Over the past 4 years, Channel 15 has become very active and proven to be a very effective tool for entertaining as well as informing the town. However, Channel 12 has been operating with very limited programming supplied solely by the "Classic Arts" satellite service. This limited programming is due to many outdated satellite links and the fact that technology has advanced dramatically over the last few years. Purchasing new satellite equipment will provide Channel 12 with the capability of digital programming and greatly enhance the variety available to South Hadley viewers.

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**

## Retirement

**Mission Statement:** *The Town is billed each year by Hampshire County Retirement System for its share of the fiscal year appropriation. South Hadley's share for FY2009 is 13.36% of the retirement appropriation. This pays the retirement benefit for current eligible School and Town retirees and contributes to the Unfunded Liability of the Retirement System. The pension appropriation is 17.68% of the total aggregate salaries for September 2007. The total increase for FY09 is 7.78%.*

### FY 2009 Departmental Key Result Areas:

### FY 2009 Budget

Service <u>Levels</u>	FY06 <u>Actual</u>	FY07 <u>Actual</u>	FY08 <u>Budget</u>	FY09 <u>Request</u>	Change <u>FY08-09</u>	Selectboard's <u>Recommended</u>	Change from <u>Request</u>
Services	\$1,245,166.00	\$1,380,001.25	\$1,491,466.00	\$1,605,939.00	\$114,473.00	\$1,605,939.00	\$0.00
Total	\$1,245,166.00	\$1,380,001.25	\$1,491,466.00	\$1,605,939.00	\$114,473.00	\$1,605,939.00	\$0.00

### Narrative I: Major Budget Components:

### Narrative II: Significant Budget Changes:

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

## Unemployment

### Mission Statement:

*This account funds unemployment costs for eligible town and school employees no longer working for the Town.*

### FY 2009 Budget

Service	FY06	FY07	FY08	FY09	Change	Selectboard's	Change from
<u>Levels</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Request</u>	<u>FY08-09</u>	<u>Recommended</u>	<u>Request</u>
Services	\$19,693.29	\$62,157.99	\$50,000.00	\$50,000.00	\$0.00	\$50,000.00	\$0.00
Total	\$19,693.29	\$62,157.99	\$50,000.00	\$50,000.00	\$0.00	\$50,000.00	\$0.00

### Narrative I: Major Components:

### Narrative II: Significant Budget Changes:

Expenditures from this account can vary widely depending on a number of variables ranging from the Town's overall fiscal health to disciplinary or other personnel measures.

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

## Street & Traffic Light

**Mission Statement:** *To work with the South Hadley Electric Light Department in providing adequate street lighting for town streets, roads and neighborhoods at an affordable cost within a limited budget.*

### FY 2009 Budget

Service Levels	FY06 <u>Actual</u>	FY07 <u>Actual</u>	FY08 <u>Budget</u>	FY09 <u>Request</u>	Change <u>FY08-09</u>	Selectboard's <u>Recommended</u>	Change from <u>Request</u>
Services	\$82,284.57	\$83,404.23	\$92,500.00	\$118,500.00	\$26,000.00	\$118,500.00	\$0.00
Totals	\$82,284.57	\$83,404.23	\$92,500.00	\$118,500.00	\$26,000.00	\$118,500.00	\$0.00

**Narrative I: Major Components:**

**Narrative II: Significant Budget Changes:**

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.



## General Liability Insurance

**Mission Statement:** *To provide comprehensive blanket insurance coverage for Town and School property, equipment, staff, and officials in the event of a loss or incident.*

### FY 2009 Budget

Service Levels	FY06 <u>Actual</u>	FY07 <u>Actual</u>	FY08 <u>Budget</u>	FY09 <u>Request</u>	Change <u>FY08-09</u>	Selectboard's <u>Recommended</u>	Change from <u>Request</u>
Services	\$190,959.00	\$212,000.00	\$216,000.00	\$221,400.00	\$5,400.00	\$221,400.00	\$0.00
<b>Total</b>	<b>\$190,959.00</b>	<b>\$212,000.00</b>	<b>\$216,000.00</b>	<b>\$221,400.00</b>	<b>\$5,400.00</b>	<b>\$221,400.00</b>	<b>\$0.00</b>

**Narrative I: Major Components:** This line item includes: Property Damage Insurance, General Liability Insurance, Public Officials Liability (town officials, not school), Law Enforcement Liability, Crime Insurance – Update, computer, Boiler and Machinery, Auto Fleet insurance, Special Floater, Umbrella Liability and Employer's Liability for all Town and School properties.

The FY 06 budgeted amount was a projection based on the average increase over the previous three years. The insurance coverage was put out to bid for in 2005. In FY 07 the budgeted amount was \$195,000. An increase of \$17,000 was later received based on claims experience from the golf course trial (Mani). Although the Town prevailed on all 17 counts of this trial, it cost the insurance company \$100,000 to defend and the claim was reflected in the FY 07 renewal. For FY 08, the Mani suit is under appeal, as well some property losses already incurred, thus the increase in the budget for FY 08. A 2½% increase is recommended for FY09 at this time.

**Narrative II: Significant Budget Changes:**

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**

## Group Health Insurance

**Mission Statement:** *This appropriation contributes to the Town's share of the health insurance and life insurance plans for the eligible employees of the Town, SHELd, and School Department. Pursuant to M.G.L. Chapter 32B, as a benefit of employment, any active, permanent employee of the Town, School, or SHELd who works a minimum of 20 hours per week, is eligible for Group Health Insurance.*

**FY 2009 Departmental Key Result Areas:**

### FY 2009 Budget

<u>Service Levels</u>	<u>FY06 Actual</u>	<u>FY07 Actual</u>	<u>FY08 Budget</u>	<u>FY09 Request</u>	<u>Change FY08-09</u>	<u>Selectboard's Recommended</u>	<u>Change from Request</u>
Services	\$3,090,848.45	\$3,320,486.45	\$3,765,638.00	\$3,867,000.00	\$101,362.00	\$3,867,000.00	\$0.00
<b>Total</b>	<b>\$3,090,848.45</b>	<b>\$3,320,486.45</b>	<b>\$3,765,638.00</b>	<b>\$3,867,000.00</b>	<b>\$101,362.00</b>	<b>\$3,867,000.00</b>	<b>\$0.00</b>

**Narrative I: Major Components:** This budget is funded by taxation.

**Narrative II: Significant Budget Changes:** The School portion of this budget is \$2,561,380 the Town portion is \$1,101,284 and the Electric Light portion is \$204,599.

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**

## Memorial Day Markers and Flags

**Mission Statement:** *Provide flags and markers for the graves of South Hadley veterans as well as the decoration of other appropriate sites in honor of our veterans.*

### FY 2009 Budget

Service Levels	FY06 Actual	FY07 Actual	FY08 Budget	FY09 Request	Change FY08-09	Selectboard's Recommended	Change from Request
Services	\$1,324.67	\$1,478.31	\$1,500.00	\$2,000.00	\$500.00	\$2,800.00	\$800.00
Total	\$1,324.67	\$1,478.31	\$1,500.00	\$2,000.00	\$500.00	\$2,800.00	\$800.00

**Narrative I: Major Components:** The primary component of the celebrations budget is providing funding for Flag Day, Memorial Day, and for the purchase of cemetery flags and markers to decorate the graves of deceased veterans buried in South Hadley cemeteries.

**Narrative II: Significant Budget Changes:** The number of deceased veterans buried in South Hadley cemeteries continues to grow. Also replacement flags are needed in other areas decorated by the Town

**Narrative III: Selectboard Recommended Variations:**

*The Selectboard has recommended increasing the Memorial Day and Flags (Celebrations) budget by an additional \$800 to assist in providing the luncheon held in the Veterans' honor.*

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

## Damages to Persons & Property

**Mission Statement:**

**FY 2009 Departmental Key Result Areas:**

### FY 2009 Budget

Service	FY06	FY07	FY08	FY09	Change	Selectboard's	Change from
<u>Levels</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Request</u>	<u>FY08-09</u>	<u>Recommended</u>	<u>Request</u>
Services	\$0.00	\$0.00	\$10.00	\$10.00	\$0.00	\$10.00	\$0.00
Totals	\$0.00	\$0.00	\$10.00	\$10.00	\$0.00	\$10.00	\$0.00

**Narrative I: Major Components:** This line item is for the award of judgment or damages against the Town which are unforeseen. It is important to have an existing line item to expend out of when this occurs, which will then be handled by Reserve Fund or town meeting appropriation.

**Narrative II: Significant Budget Changes:**

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

## Town Reports and Materials

**Mission Statement:** *By statute, municipalities of the Commonwealth are required to publish an annual report of annual expenditures, town meetings actions and certain other mandated reports. The Town's general by-laws require the printing and mailing of materials within certain deadlines prior to town meeting.*

### FY 2009 Departmental Key Result Areas:

### FY 2009 Budget

Service	FY06	FY07	FY08	FY09	Change	Selectboard's	Change from
<u>Levels</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Request</u>	<u>FY08-09</u>	<u>Recommended</u>	<u>Request</u>
Services	\$2,192.99	\$1,892.68	\$3,500.00	\$3,500.00	\$0.00	\$3,500.00	\$0.00
Total	\$2,192.99	\$1,892.68	\$3,500.00	\$3,500.00	\$0.00	\$3,500.00	\$0.00

**Narrative I: Major Components:** This line item is for printing costs of the Annual Town Report and preparation of all annual and special Town Meeting materials/mailings and associated information. The cost of the Annual Town Report is governed by two factors: 1) number of pages and 2) number of copies printed. At the May 2001 Annual Town Meeting, voters approved a change in the publishing of the Annual Town Report from a calendar year basis to a fiscal year basis.

Beginning in FY 04, this account also included all associated costs of preparing and mailing materials for town meeting members, communication with whom was increased significantly.

### Narrative II: Significant Budget Changes:

The Town bids the printing of the Town Report annually and in recent years the price has fluctuated quite widely.

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

## Fica/Medicare

### Mission Statement:

*This appropriation is to fund the Town's matching contribution for Social Security and Medicare.*

### FY 2009 Departmental Key Result Areas:

### FY 2009 Budget

<u>Service Levels</u>	<u>FY06 Actual</u>	<u>FY07 Actual</u>	<u>FY08 Budget</u>	<u>FY09 Request</u>	<u>Change FY08-09</u>	<u>Selectboard's Recommended</u>	<u>Change from Request</u>
Services	\$245,877.57	\$266,900.03	\$290,000.00	\$290,000.00	\$0.00	\$290,000.00	\$0.00
Total	\$245,877.57	\$266,900.03	\$290,000.00	\$290,000.00	\$0.00	\$290,000.00	\$0.00

### Narrative I: Major Components:

No increase is anticipated for FY2009. This may be due to the fact that there are fewer employees leaving employment who do not pay medicare.

### Narrative II: Significant Budget Changes:

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

## Old Firehouse Museum

**Mission Statement:** *Role of the Historical Society: The Trustees of the Firehouse Museum work with the South Hadley Historical Society which supports the Museum by providing volunteers, staffing the building during hours when it is open to the public, and developing historical displays.*

### FY 2009 Departmental Key Result Areas:

1. To develop and oversee policies and procedures for use and maintenance of the building
2. To develop and submit to the Selectmen, Appropriations Committee and the Annual Town Meeting and article in the warrant for a proposed budget for maintenance of the building.
3. To oversee the building budget and expenditure of the same.
4. To report annually on expenditure of funds.
5. To be responsible for the proper staffing of the building.
6. To see that the building is open to the public at scheduled times or upon special request.
7. To see to the safe keeping of the building and safety of visitors

Goals for Fiscal Year 2009 –

Resolving use of and support for the Children's Museum

### FY 2009 Budget

Service	FY06	FY07	FY08	FY09	Change	Selectboard's	Change from
<u>Levels</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Request</u>	<u>FY08-09</u>	<u>Recommended</u>	<u>Request</u>
Services	\$2,935.09	\$2,670.73	\$6,725.00	\$5,925.00	(\$800.00)	\$5,925.00	\$0.00
Supplies	\$0.00	\$0.00	\$100.00	\$300.00	\$200.00	\$300.00	\$0.00
<b>Total</b>	<b>\$2,935.09</b>	<b>\$2,670.73</b>	<b>\$6,825.00</b>	<b>\$6,225.00</b>	<b>(\$600.00)</b>	<b>\$6,225.00</b>	<b>\$0.00</b>

### Narrative I: Major Components:

### Narrative II: Significant Budget Changes:

Children's Museum upgrade.

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

## Historical Commission

**Mission Statement:** *The Historical Commission is responsible for identifying and recording the historic assets of South Hadley and developing and implementing programs for their preservation. The Commission cooperates with other agencies to insure that the goals of historical preservation are considered in planning for the future development of the community. The Commission also coordinates activities of local groups whose interests include historic preservation, such as the local Historical Society, town libraries and schools. It serves as liaison between these groups and state and federal agencies and preservation organizations.*

### FY 2009 Departmental Key Result Areas:

Through the Town, the Commission received a \$15,000 Survey and Planning Grant for FY2008 from the Massachusetts Historical Commission to conduct an inventory of approximately eighty historic properties. The Commission hopes to receive another grant for FY09 to continue that work on more properties.

### FY 2009 Budget

Service Levels	FY06 <u>Actual</u>	FY07 <u>Actual</u>	FY08 <u>Budget</u>	FY09 <u>Request</u>	Change <u>FY08-09</u>	Selectboard's <u>Recommended</u>	Change from <u>Request</u>
Services	\$0.00	\$71.81	\$300.00	\$2,000.00	\$1,700.00	\$2,000.00	\$0.00
<b>Total</b>	<b>\$0.00</b>	<b>\$71.81</b>	<b>\$300.00</b>	<b>\$2,000.00</b>	<b>\$1,700.00</b>	<b>\$2,000.00</b>	<b>\$0.00</b>

### Narrative I: Major Components:

The expenditures will be for materials, such as mailings to residents, relating to the work of the Historic District Study Committee, which the Selectboard appointed in January 2008.

### Narrative II: Significant Budget Changes:

The Historical Commission has not been involved in recent years with an activity such as the now anticipated Historic District Study Committee.

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.



## Workers' Compensation

### Mission Statement:

**FY 2009 Departmental Key Result Areas:** This is a Trust Fund for self-insurance of the Town's workers' compensation costs for injuries incurred at the workplace. It consists of all medical and hospitalization costs, third party administration, lost wages, legal representation, and reinsurance for Town and School personnel. Until 2004, SHELD employees were included as well. The original fund amount goal was \$1,000,000.00 in order for the interest generated to pay for all expenditures.

**FY08 Amount Budgeted: \$65,000**

**FY09 Amount Requested: \$65,000**

Balance	7/1/2006	\$887,022.60	Balance	7/1/2007	\$893,070.82
ATM	May-06	\$75,000.00	ATM	May-07	\$65,000.00
Interest Thru	6/30/2007	\$60,761.51	Interest Thru	12/31/2007	\$52,249.18
Expended Thru	6/30/2007	<u>\$129,713.29</u>	Expended Thru	3/31/2008	<u>\$59,662.77</u>
Balance	6/30/2007	\$893,070.82	Balance	3/31/2008	\$950,657.23

### Narrative I: Major Components:

The operating costs required to manage the Fund need to be appropriated each year. The budget recommended for FY09 is the same as is budgeted for FY 08. There continues to be high frequency, but low lost time, for work-related injuries reported in the work place.

#### Annual Operational Costs:

TPA: Cook & Company Annual Fee	\$18,375.00
FY 08 Reinsurance	\$25,000.00
<b>TOTAL ADMINISTRATION:</b>	<b>\$43,375.00</b>

### Narrative II: Significant Budget Changes:

#### Historical Appropriation and Expense

<i>FY 05 Total Appropriation</i>	<i>FY 05 Total Expenditure</i>
\$73,000	\$196,458.57
<i>FY 06 Total Appropriation</i>	<i>FY06 Total Expenditure</i>
\$55,000	\$108,843.54
<i>FY 07 Appropriation</i>	<i>FY07 Total Expenditure</i>
\$75,000	\$129,713.29
<i>FY08 Total Appropriation</i>	
\$65,000	

## Health & Sanitation

**Mission Statement:** *By law, the Board of Health is the designated public health authority for the Town. It is primarily a regulatory agency, and strives to effectively enforce all applicable laws and rules and regulations pertaining to public health in order to preserve and protect public health, the major goal and responsibility. Additionally, community health needs are continually evaluated and identified so that appropriate programs and services that lend to the promotion of public health for all can be provided.*

### **FY 2009 Departmental Key Result Areas:**

- 1.) To work with the Department of Public Works and the Solid Waste Coordinator to come up with a Disaster Debris Management Plan for the Town of South Hadley.
- 2.) To be trained by FEMA Center for Domestic Preparedness in Radiological Emergency Response Operations in order to respond to and manage a radiological event.
- 3.) Continue to work collaboratively with the Massachusetts Department of Public Health and the Hampshire Public Emergency Preparedness Coalition to enhance the community's capacity to share resources and respond to public health threats and emergencies, including terrorism and outbreaks of infectious diseases.
- 4.) To work in a collaborative, Mt. Tom Tobacco Coalition, to enforce tobacco control regulations, and to work on a wellness grant for municipal employees.

### **FY 2009 Budget**

Service Levels	FY06 Actual	FY07 Actual	FY08 Budget	FY09 Request	Change FY08-09	Selectboard's Recommended	Change from Request
P/S	\$80,564.97	\$82,733.57	\$104,702.00	\$109,250.00	\$4,548.00	\$109,250.00	\$0.00
Services	\$3,105.28	\$2,125.21	\$3,250.00	\$2,050.00	(\$1,200.00)	\$2,050.00	\$0.00
Supplies	\$2,998.54	\$3,789.48	\$3,100.00	\$3,100.00	\$0.00	\$3,100.00	\$0.00
Other	\$660.77	\$466.94	\$1,300.00	\$1,300.00	\$0.00	\$1,300.00	\$0.00
<b>Total</b>	<b>\$87,329.56</b>	<b>\$89,115.20</b>	<b>\$112,352.00</b>	<b>\$115,700.00</b>	<b>\$3,348.00</b>	<b>\$115,700.00</b>	<b>\$0.00</b>

**Narrative I: Major Components:** 94% of the Health Department's budget is for Personal Services. 2% of the Health Department's budget is for outside services of two Animal Control Officers, and required certifications. 3% of the Health Department's budget is for supplies: state mandated supplies such as EpiPens, retractable syringes, pool testing chemicals, chlorine & quaternary ammonia testing for food services, etc. and office supplies for Health Director, Plumbing & Gas Inspector and Community Health Nurse (two offices). 1% of the Health Department's budget is for car allowance and dues.

**Narrative II: Significant Budget Changes:** The Health Department's Personal Service budget has increase by \$4,548.00 from last year due to combining the two positions of the Community Health Nurse to one position of a 29 hour/wk Community Health Nurse but because of the decrease \$1,200.00 in Services the overall increase is \$3,348.00

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.** Service level has decreased by \$1,200.00 from last year because of class fees for certification of the Plumbing & Gas Inspector that was needed last year.

## Retirement of Debt

**Mission Statement:** *This account represents principal payments on borrowing for numerous capital outlay projects approved by Town Meeting such as Schools, Sewer and Landfill Projects. These are projects for which the maximum two (2) year short-term borrowing period has been reached and have now become permanent debt.*

**FY 2009 Departmental Key Result Areas:** The golf course bonds and a portion of the School debt exclusion bonds were successfully refinanced in April 2007. The total savings on the golf course was \$569,204. The interest rate was reduced from 5.39% to 4.08%. The total savings on the debt exclusion project was \$179,430. The Town received an upgrade on its bond rating from A2 to A1 with this issue.

### FY 2009 Budget

Service	FY06	FY07	FY08	FY09	Change	Selectboard's	Change from
<u>Levels</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Request</u>	<u>FY08-09</u>	<u>Recommended</u>	<u>Request</u>
Services	\$2,471,665.84	\$2,379,004.27	\$2,538,393.00	\$2,671,966.00	\$133,573.00	\$2,671,966.00	\$0.00
Total	\$2,471,665.84	\$2,379,004.27	\$2,538,393.00	\$2,671,966.00	\$133,573.00	\$2,671,966.00	\$0.00

**Narrative I: Major Components:** The School portion of the debt is \$253,975 from taxation and \$1,445,000 for the debt exclusion totaling \$1,698,975. The Town's portion coming from taxation is \$303,775. WWTP Enterprise fund will fund \$549,216; the Landfill Enterprise Fund will fund \$30,000; and the Golf Enterprise Fund will fund \$150,000.

**Narrative II: Significant Budget Changes:** Due to the successful refinancing of the Golf Course bonds and a portion of the School debt exclusion bonds, significant savings have been realized on both. There is one new issue through the Massachusetts Abatement Trust for \$1,400,000. The payments are funded through the WWTP Enterprise Fund.

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**

## Interest: Long-Term Debt

### Mission Statement:

*This represents the interest due on the permanent debt for the Town. The debt has been issued for school projects, sewer projects, the Police Station and landfill projects.*

### FY 2009 Departmental Key Result Areas:

The golf course bonds and a portion of the School debt exclusion bonds were successfully refinanced in April 2007. The total savings on the golf course was \$569,204. The interest rate was reduced from 5.39% to 4.08%. The total savings on the debt exclusion project was \$179,430. The town received an upgrade on its bond rating from A2 to A1 with this issue.

### FY 2009 Budget

<u>Service Levels</u>	<u>FY06 Actual</u>	<u>FY07 Actual</u>	<u>FY08 Budget</u>	<u>FY09 Request</u>	<u>Change FY08-09</u>	<u>Selectboard's Recommended</u>	<u>Change from Request</u>
Services	\$1,536,644.95	\$1,376,035.09	\$1,362,554.00	\$1,308,705.00	(\$53,849.00)	\$1,308,705.00	\$0.00
Total	\$1,536,644.95	\$1,376,035.09	\$1,362,554.00	\$1,308,705.00	(\$53,849.00)	\$1,308,705.00	\$0.00

### Narrative I: Major Components:

The School portion of the debt is \$46,802 from taxation and \$849,373 for the debt exclusion totaling \$896,175. The Town's portion coming from taxation is \$42,464. WWTP Enterprise fund will fund \$136,671; the Landfill Enterprise Fund will fund \$11,280; and the Golf Enterprise Fund will fund \$222,115.

### Narrative II: Significant Budget Changes:

Due to the successful refinancing of the Golf Course bonds and a portion of the School Debt Exclusion bonds, significant savings have been realized on both. There is one new issue through the Massachusetts Abatement Trust for \$1,400,000. The payments are funded through the WWTP Enterprise Fund.

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

## Interest: Short-Term Debt

**Mission Statement:** *The Treasurer is responsible for calling investors to bid on the notes and bonds for the Town and determining the lowest bid. The Selectboard must approve the low bid and sign the notes along with the Treasurer. Interest is paid on short-term borrowing, one year or less. Short-term borrowing is a tool used to put off principal payments while waiting for reimbursements from the state and federal government and to plan the best time for principal payments to begin without causing major increases in fiscal year debt payments or major cash flow problems.*

### FY 2009 Departmental Key Result Areas:

### FY 2009 Budget

Service Levels	FY06 Actual	FY07 Actual	FY08 Budget	FY09 Request	Change FY08-09	Selectboard's Recommended	Change from Request
Services	\$182,066.03	\$42,153.97	\$15,760.00	\$31,154.00	\$15,394.00	\$31,154.00	\$0.00
<b>Total</b>	<b>\$182,066.03</b>	<b>\$42,153.97</b>	<b>\$15,760.00</b>	<b>\$31,154.00</b>	<b>\$15,394.00</b>	<b>\$31,154.00</b>	<b>\$0.00</b>

### Narrative I: Major Components:

Short term interest in the amount of \$14,270 will be funded through the WWTP Enterprise fund. \$18,455 will be funded through taxation.

### Narrative II: Significant Budget Changes:

The increase in this budget is the result of borrowing for the golf course clubhouse. The actual amount to be borrowed will be less than anticipated due to a grant from the State for \$237,000.

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

## Connecticut River Channel Marking

**Mission Statement:** *To represent the Town of South Hadley in a four-community effort along with Holyoke Gas & Electric to install and maintain a channel marking system for the Connecticut River. The annual installation and removal of Canal Park docks are also funded through this budget. South Hadley funds these programs through the collection of boat excise tax (M.G.L. Chapter 60B) within the Town. "50% of said excise tax shall be credited to the municipal waterways improvement and maintenance fund". This budget comes from that fund.*

### FY 2009 Departmental Key Result Areas:

1. Monitor expenditures and have voting rights at the Channel Marking Committee meetings. Currently the City of Northampton is the host community.
2. Monitor expenditures and secure contractor to handle canal park docks.

### FY 2009 Budget

Service Levels	FY06 <u>Actual</u>	FY07 <u>Actual</u>	FY08 <u>Budget</u>	FY09 <u>Request</u>	Change <u>FY08-09</u>	Selectboard's <u>Recommended</u>	Change from <u>Request</u>
Services	\$3,963.00	\$3,475.00	\$5,500.00	\$5,500.00	\$0.00	\$5,500.00	\$0.00
<b>Total</b>	<b>\$3,963.00</b>	<b>\$3,475.00</b>	<b>\$5,500.00</b>	<b>\$5,500.00</b>	<b>\$0.00</b>	<b>\$5,500.00</b>	<b>\$0.00</b>

### Narrative I: Major Components:

New three year contract was awarded for channel FY08. Level funding should be fine over the course of the next 3 years, provided there are no major flooding or displacements and loss of buoys.

### Narrative II: Significant Budget Changes:

No Change

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.** The FY07 season saw no major buoy displacements due to a dry summer and very consistent water levels.

## Ambulance

### Mission Statement:

*The South Hadley Ambulance Service delivers to residents emergency care in accordance with the Massachusetts Department of Public Health Massachusetts General Laws Chapter 111C regulations.*

### FY 2009 Departmental Key Result Areas:

1. To promote and streamline the transition of Paramedic Level of service to the Town to the year 2010
2. Continue to promote interest in Emergency Medical Services

### FY 2009 Budget

Service Levels	FY06 <u>Actual</u>	FY07 <u>Actual</u>	FY08 <u>Budget</u>	FY09 <u>Request</u>	Change <u>FY08-09</u>	Selectboard's <u>Recommended</u>	Change from <u>Request</u>
P/S	\$161,254.23	\$176,137.17	\$192,647.00	\$159,000.00	(\$33,647.00)	\$159,000.00	\$0.00
Services	\$125,710.61	\$125,316.43	\$156,250.00	\$55,750.00	(\$100,500.00)	\$55,750.00	\$0.00
Supplies	\$17,070.99	\$21,004.00	\$21,000.00	\$14,100.00	(\$6,900.00)	\$14,100.00	\$0.00
C/O	* See Capital Planning Report	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Total</b>	<b>\$304,035.83</b>	<b>\$322,457.60</b>	<b>\$369,897.00</b>	<b>\$228,850.00</b>	<b>(\$141,047.00)</b>	<b>\$228,850.00</b>	<b>\$0.00</b>

\*All capital expenditures and appropriations are included in the FY09 Capital Planning Report

### Narrative I: Major Components:

All ambulance operations are funded by fees.

The anticipated deficit of 8% can be offset by reserve ambulance revenues so as to not require any use of taxation for operation.

### Narrative II: Significant Budget Changes:

The decrease in the line item for intercept calls is due to the fact that District 1 is now answering the majority of ALS intercepts.

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

## Ledges Golf Club

**Mission Statement:** *The Golf Commission is committed to exceeding customers' expectations by providing optimal course conditions, exceptional customer service and outstanding amenities, while respecting the environment and returning value to the community.*

### FY 2009 Departmental Key Result Areas:

KRA 1: Continue to work with Clubhouse Committee, Golf Commission, and Selectboard to ensure completion of the new clubhouse is on time and budget, while ensuring proper oversight and fiscal management

KRA 2: Further expand the variety and quality of attracting new players

KRA 3: Continue to work with the IGM superintendent to keep the maintenance level at the highest level possible

KRA 4: Continue to improve and expand junior golf lessons, camps, events and ladies golf lessons

KRA 5: Continue to increase tournaments, leagues and daily play

KRA 6: Continue to expand, educate, supervise and train employees to provide outstanding service

### FY 2009 Budget

Service Levels	FY06 Actual	FY07 Actual	FY08 Budget	FY09 Request	Change FY08-09	Selectboard's Recommended	Change from Request
P/S	\$128,991.30	\$131,807.48	\$139,261.00	\$132,499.00	(\$6,762.00)	\$132,499.00	\$0.00
Services	\$645,641.39	\$605,129.80	\$625,258.00	\$632,256.00	\$6,998.00	\$632,256.00	\$0.00
Supplies	\$46,553.96	\$41,346.55	\$47,888.00	\$67,195.00	\$19,307.00	\$67,195.00	\$0.00
Other	\$8,556.36	\$24,075.73	\$38,700.00	\$44,700.00	\$6,000.00	\$44,700.00	\$0.00
C/O-Driving Range					\$0.00	\$0.00	\$0.00
C/O-Clubhouse Design		* See Capital Planning Report			\$0.00	\$0.00	\$0.00
C/O-Water Looping					\$0.00	\$0.00	\$0.00
<b>Total</b>	<b>\$829,743.01</b>	<b>\$802,359.56</b>	<b>\$851,107.00</b>	<b>\$876,650.00</b>	<b>\$25,543.00</b>	<b>\$876,650.00</b>	<b>\$0.00</b>

\* All capital expenditures and appropriations are included in the FY09 Capital Planning Report

### Narrative I: Major Components:

1. Services total \$632,256 which is approximately 72% of the total budget
2. P/S total \$132,499 which is approximately 15.1% of the total budget
3. Supplies total \$67,195 which is approximately 7.7% of the total budget

### Narrative II: Significant Budget Changes:

#### I. P/S

A. Starting July 24<sup>th</sup>, the federal minimum wage will be \$6.55. That is an increase of 70 cents per hour for the starters and rangers.

B. An increase of ten hours per week for rangers with the addition of the minimum wage increase is projected to cost \$7,559.

C. An overall net decrease of \$6,762 in personal services is projected, due to the anticipated hiring of a new Director of Golf Operations.

#### II. Services

##### A. Advertising

1. To compete in the golf industry for increasing customer rounds, advertising needs to be continually upgraded.



B. Utilities

1. With the additional square footage of the clubhouse and the kitchen there should be a substantial increase in Utilities, which will be reimbursed by the Food & Beverage vendor.

C. IGM contract is a fixed cost increase

D. Equipment Rental

1. Current cart lease ends in March 2009 therefore a slight increase is expected for a new cart lease

**III. Course Supplies**

A. Other Supplies

1. \$1,000 is needed for additional driving range supplies (baskets, range balls, tokens, rubber tees, ball cleaning solution)

B. Office Supplies

1. The purchase of a copy machine is needed for the daily operation

C. Gasoline

1. More rounds are expected to be played

2. Gas prices are increasing daily

D. Pro Shop Supplies

1. Increase in sales brings a need for more inventory

**IV. Other**

A. In the first five months of the FY08 budget, \$8,291.99 was paid to credit card services. This is an average of \$1,658 per month. Based on the increase in the use of credit cards and the increase in golf rates and rounds approximately a \$7,000 increase will be needed to cover this expense.

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

**FY 08 Budgeted:**  
**GOLF COURSE ENTERPRISE SUPPORTING DOCUMENTATION**

Original Budgeted Revenues (at ATM 5/12/07)

Golf Fee's	\$	634,827
Pro Shop	\$	27,000
Driving Range	\$	11,000
Concession	\$	3,000
Misc	\$	-
Total	\$	<u>675,827</u>

Expenses

Golf Enterprise Operating Budget

Personal Services	\$	139,261
Other Expenses	\$	<u>711,846</u>
Total Operating Budget	\$	851,107

Debt & Interest	\$	367,720
Capital Outlay	\$	<u>76,550</u> (\$51,550 voted for Clubhouse Constr.)
Subtotal	\$	1,295,377

Direct/Indirect Costs in General Fund

Admin Services	\$	34,453
DPW Related Services	\$	32,332
Health & Life Insurance	\$	14,653
FICA	\$	1,896
Retirement	\$	14,838
Liab. Insurance/ Misc.	\$	<u>5,225</u>
Subtotal	\$	103,397

Total	\$	<u>1,398,774</u>
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Budgeted Surplus/(Deficit)	\$	(722,947)
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Note: The (\$772,947) budgeted deficit has been funded by the following:

Free Cash	\$	619,550
Tax Levy (for indirects)	\$	<u>103,397</u>
	\$	722,947

**GOLF COURSE ENTERPRISE - FY09 SUPPORTING DOCUMENTATION**

## Revenues (Per Golf Commission - subject to change)

Golf Fee's	\$ 834,004
Pro Shop	\$ 50,000
Driving Range	\$ 13,000
Concession	\$ 8,750
Utility Reimbursement	\$ 15,000
Total	<u>\$ 920,754</u>

## Expenses

## Golf Enterprise Operating Budget

Personal Services	\$ 132,499
Other Expenses	\$ 744,151
Total Operating Budget	<u>\$ 876,650</u>

Estimated Amount in Wage & Class	\$ 1,331	(To be transferred to P/S)
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Debt & Interest	\$ 388,548
Capital Outlay	<u>\$ 25,000</u>

Subtotal	\$ 1,291,529
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## Direct/Indirect Costs in General Fund

Admin Services	\$ 24,110
DPW Related Services	\$ 20,035
Health & Life Insurance	\$ 15,650
FICA	\$ 2,047
Retirement	\$ 16,133
Liab. Insurance/ Misc.	\$ 11,225
Subtotal	<u>\$ 89,200</u>

Total	<u>\$ 1,380,729</u>
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Estimated Surplus/(Deficit)	\$ (459,975)
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## Proposed funding is as follows:

\$920,754 to come from enterprise revenues,  
\$370,775 to come from free cash, and \$89,200 to be  
appropriated in the general fund from the tax levy.

\* (Certified Retained Earnings as of 7/1/07 - \$5,424)

## Canal Park Committee

### **Mission Statement:**

*The mission of the Canal Park Committee has several distinct aspects among which are the following:*

- 1. Document the historical importance of this, our nation's first commercially operating navigational canal to Western New England's development throughout the first half of the 19th century.*
- 2. Publicize its historic importance to our own townspeople as well as potential tourists.*
- 3. Develop, maintain and expand the present Bicentennial Canal Park along Canal Street for the use and pleasure of our townspeople.*
- 4. Provide non-motorized boat access to the Connecticut River*
- 5. Protect the remaining outer bank of the canal bed from further soil erosion.*

### **In the Falls Area:**

- 6. Work with Holyoke Gas and Electric to develop Canal Gatehouse and Riverside Parks an area along the old canal bed from the Gate Houses, slightly upstream from the Texon property, to the lower county bridge, so as to preserve the remaining artifacts of the original canal for historic preservation. Plans for this area have changed significantly from last year. A potential buyer for the Texon property has begun negotiations to develop the property into an upscale commercial area. If successful, it will have a most desirable impact on the Falls area. As negotiations to carry out that goal progress plans for parks just up and down stream from the Texon property continue. After much negotiation, HG&E has completed their licensing requirements to begin the construction of Riverside Park that extends from the Texon property to the lower county bridge. South Hadley's Conservation Committee, Intervener Committee and Selectboard deserve credit for their involvement during the negotiating process. We also wish to acknowledge HG&E's willingness to respond to the various changes required by South Hadley's negotiating team. Final design of the Gatehouse Park overlooking the Holyoke Dam just upstream from the Texon property should be completed during the coming year.*
- 7. Ensure that the development in this area, which is included in the registry of National Historic Places, protects the integrity of the remaining artifacts of the historic canal and see that this area is developed as a tourist destination point.*

### **FY 2009 Departmental Key Result Areas:**

### **FY 2009 Budget**

<b>Service Levels</b>	<b>FY06 Actual</b>	<b>FY07 Actual</b>	<b>FY08 Budget</b>	<b>FY09 Request</b>	<b>Change FY08-09</b>	<b>Selectboard's Recommended</b>	<b>Change from Request</b>
<b>Services</b>	\$810.00	\$462.00	\$900.00	\$900.00	\$0.00	\$900.00	\$0.00
<b>Supplies</b>	\$0.00	\$0.00	\$100.00	\$100.00	\$0.00	\$100.00	\$0.00
<b>Total</b>	\$810.00	\$462.00	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00	\$0.00

### **Narrative I: Major Components:**

### **Narrative II: Significant Budget Changes:**

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.**

## Conservation Land Acquisition

### **Mission Statement:**

*To administer the Massachusetts Wetlands Protection Act and local Wetlands Bylaw within the Town, assisting the public to understand and follow the Act, Regulations and Bylaw. To protect and manage land for conservation purposes and passive recreational use. To promote the conservation of natural resources and protect the watershed resources in South Hadley.*

### **Narrative I: Major Components:**

1. **Goal:** Maintain and revise the regulations for the local wetlands bylaw as needed.
2. **Goal:** Improve management of conservation areas by increasing public awareness of existing land available for passive recreation, location of trails, and rules for use. Work on reducing abuse of conservation land, especially by motorized vehicles, through public information, signage, or fines.
3. **Goal:** Continue participation and assistance to Town officials in re-licensing of Holyoke Dam.

### **FY 2009 Budget**

Service Levels	FY06 <u>Actual</u>	FY07 <u>Actual</u>	FY08 <u>Budget</u>	FY09 <u>Request</u>	Change <u>FY08-09</u>	Selectboard's <u>Recommended</u>	Change from <u>Request</u>
	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$0.00	\$5,000.00	\$0.00
<b>Total</b>	<b>\$5,000.00</b>	<b>\$5,000.00</b>	<b>\$5,000.00</b>	<b>\$5,000.00</b>	<b>\$0.00</b>	<b>\$5,000.00</b>	<b>\$0.00</b>

### **Narrative I: Major Components:**

This account is the Conservation Commission's Land Fund. It is designated for land acquisition and management related purposes only. For many years the Commission has been using the Fund sparingly to assist in small acquisitions and the legal paperwork for donations of land. In 2005 almost the entire balance was used for the Self-Help grant acquisition of the Bachelor & Stony Brooks property off Ferry Street. The Commission would like to see a small amount added back into the budget for this account each year, so that it can be used for new projects as needed.

### **Narrative II: Significant Budget Changes:**

The request is for the same amount as last year to go into this account.

**FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.** From our limited research into the history of this account, it appears that in the 1970's and 1980's Town Meeting would approve transferring a sum, often \$5000.00 into this account. When the balance became significant but was not being used, the Commission stopped asking for this input of funds. Now that it has been used up for the Ferry Street property, input is needed again.

## Charter Commission

Mission Statement:

FY2009 Departmental Key Result Areas:

### FY 2009 Budget

Service Levels	FY06 Actual	FY07 Actual	FY08 Budget	FY09 Request	Change FY08-09	Selectboard's Recommended	Change from Request
Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,000.00	\$5,000.00
Totals	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,000.00	\$5,000.00

Narrative I: Major Components:

Narrative II: Significant Budget Changes:

Narrative III: Selectboard Recommended Variations:

*The Selectboard has recommended a budget of \$5,000 for expenses of the Charter Commission.*

FOOTNOTE AND EXPLAIN ANY SIGNIFICANT SERVICE LEVEL INCREASES/DECREASES AND ANY SERVICE LEVEL TRENDS. ASTERISK ANY NEW SERVICE LEVEL ADDED FOR THE FIRST TIME.

**Capital Planning Committee**  
**Report to the Selectboard**  
**Town of South Hadley**  
**April 1, 2008**

The Capital Planning Committee met with representatives from each department submitting request for capital funding for projects for FY 2009. After review and discussion of the requests, we are pleased to submit our recommendations for funding. Four funding categories were utilized to rank projects.

1. Strongly Recommend
2. Recommend
3. Appropriate to fund if money available
4. Defer project for this year

The following are the Committee's recommendations in order of priority.

1. Strongly Recommend

**Planning Board Comprehensive Plan.** Cost \$40,000 – This is the final installment of a three year \$100,000 funding project.

**Ledges Water Loop.** Cost \$25,000 – This is the second installment of an estimated \$100,000 project to complete the town's obligation to Water District #1. FY '08 request was \$25,000.

**DPW Infiltration and Inflow Mitigation Project.** - Cost \$300,000. In basic terms this project will identify and eliminate sources of "clean" water entering sewage systems. I&I Mitigation is a condition of our DEP discharge permit.

**MESM School Pool Cover.** Cost \$50,000 – The request is for installation of an automated pool cover. Covering the pool when not in use will result in energy savings and to a lesser degree savings in pool chemical costs.

**Mosier School Roof.** Cost \$175,000 – This project will replace the roof over the gym area, which is now over 25yrs. old.

**Library HVAC.** Cost \$74,000 – This request is to replace a failing roof top HVAC unit that is over 30yrs. old.

2. Recommend

**DPW Queensville Dam.** Cost \$60,000 – This request is to repair the concrete outlet control structure and metal trash rack per recommendation of dam inspection performed in 2006 by Hatch Mott MacDonald.

**DPW Parks four door 4x4 pickup with plow.** Cost \$60,000 – This truck will replace a 1990 pickup that will not pass inspection. The extra cab seating will allow a four to six man crew to travel to jobs with one truck instead of using two.

**DPW Parks Field Groomer.** Cost \$16,000 – The existing 1985 groomer is in bad shape and has a history of mechanical failure. A new machine will save an estimated 8 labor hours per week while substantially improving playing surface.

**High School Concrete Stairs and Walk.** Cost \$35,000 – This project involves installation of a concrete walkway to the existing stairway at the rear of the school and installation of another set of stairs at the second hill to access the football field. Also included is lighting for the stairs.

**MESM School Computer Lab Air Conditioner.** Cost \$20,000 – This project is to replace a malfunctioning roof top unit with two ground mounted split system units. The new units will result in overall energy savings. The old unit will remain in place until this section of roof is replaced.

**Mosier School Portable Classroom Improvements.** Cost \$25,000 – This project will provide funding to repair water damaged exterior walls, install vinyl siding to the exterior, make necessary repairs to the roof and interior flooring.

**Recreation Department Tennis Courts.** Cost \$150,000 – This request is a portion of an anticipated \$250,000 to \$300,000 project for tennis court installation on the site of the former state pool. Additional funding for the courts is anticipated to come from grants, donations, state funding etc. We suggest that the town must commit it's share up front or the sources of additional funds will be less willing to contribute. The recommendation of the Capital Committee is the funds be released contingent upon matching funds being sufficient to fully complete the project.

**I.T. Department GIS Base Map.** Cost \$60,000 – The requested funds would be used to hire an outside firm to prepare a new base map utilizing the most modern versions of GIS mapping. Currently there are several versions of GIS being used separately by the town and water districts but these versions cannot be integrated with each other or with the MassGIS database.

4. Appropriate to fund if money is available.

**DPW WWTP 4x4 P.U. with Plow and Lift Gate.** \$50,000 – This new vehicle will replace a 1990 PU with high mileage.

**DPW Highway Dept 4x4 P.U. with Plow.** \$40,000 – This P.U. will replace a 1990 GMC Safari Minivan with high mileage.

**COA Window replacement.** \$10,800 – This project would replace 22 window in the oldest part of the Senior Center.

**Mosier School Gym Lights and Ceiling paint.** \$ 40,000 – Upon completion of a new roof, the roof deck and structure will be repainted and new energy efficient lights will be installed.

5. Defer project this year

**Library Bathroom Renovations.** \$20,000 – The intent of this project is to renovate the bathrooms to meet ADA accessibility requirements. The committee felt the requested funds would be insufficient for design and construction costs. It is our recommendation that the Library obtain actual proposals for design and construction estimates.



**COA Roof.** \$158,550 – This request is to replace the roof over several sections of the COA building. There was a general consensus from the committee that the requested funds were insufficient to complete the scope of the project as described. One of the committee members inspected the roofs in question to get a better idea of the existing conditions and scope. His analysis is that the roofing material is in relatively good shape and the current leaking trouble can be addressed by qualified roofing professionals. Recognizing the age of the building, the committee is recommending the COA retain a professional engineering firm to assess the building envelope, physical structure and mechanical systems and make recommendations as to what should be undertaken to properly renovate and maintain the facility. The committee recommends \$10,000 be appropriated to the Council On Aging to fund professional services as described.

Based on the recommendations described in this report the funding requirement for the categories is as follows:

1. Strongly Recommend - \$664,000.
2. Recommend - \$436,000 (includes \$10,000 for COA engineer's analysis)
3. Appropriate to fund if funds available - \$140,800
4. Defer - \$168,550

Respectfully submitted,

Ted Boulais  
Chairperson  
Capital Planning Committee

Roddy Adams  
Ed Boisselle  
Rich Germain  
John Petrias  
Forrest Price  
Joan Rosner  
Schley Warren  
Ira Brezinsky

## Funding the Capital Planning Committee's Recommendations

SB vote 4/1/08

### **FY09 appropriations**

Strongly recommended	\$664,000	<sup>1</sup>
Recommended	\$436,000	
"Appropriate if available"	<u>\$140,800</u>	
	<b>\$1,240,800</b>	<sup>2</sup>

### **FY09 sources**

WWTP	\$350,000	
Free Cash (for Ledges water loop)	\$25,000	
Taxation (with zero Surplus/Deficit in General Fund)	\$540,689	
<b><i>Capital/Stabilization Funds</i></b>	<b><u>\$325,111</u></b>	
	<b>\$1,240,800</b>	<sup>2</sup>

### **FY10 appropriations**

Deferred from FY09	\$168,550	
additional available for FY 10	\$54,028	(or more <sup>3</sup> )
<b><i>repay Capital/Stabilization Funds</i></b>	<b><u>\$325,111</u></b>	(or less <sup>3</sup> )
	<b>\$547,689</b>	

### **FY10 sources**

same taxation as FY09	\$540,689	(or less <sup>3</sup> )
plus estimated reduced debt service	<u>\$7,000</u>	
	<b>\$547,689</b>	

<sup>1</sup> The Schools have requested that \$8,000 of the Mosier School Roof funds be appropriated in FY08 for design costs.

<sup>2</sup> Not reflected in the FY09 numbers is \$116,174 from the Ambulance Fund for replacement of dispatch consoles. This item is recommended by the Selectboard but has not yet been reviewed by the Capital Planning Committee.

<sup>3</sup> This is a plan to "borrow" from the Capital Stabilization and/or Stabilization Funds (and/or Free Cash) for one year to fund more capital in FY09. The FY10 repayment is planned but is flexible, if either more capital is needed in FY 10 or less taxation can be devoted to capital in FY10 than in FY09.

BD 4/7/08

# 2008 Departmental Accomplishments

## Accounting Department

All state reporting requirements were met for the prior fiscal year. The Town's Free Cash was certified at \$2,097,666 for FY08, the highest amount the Town has ever had. The department continues to update and maintain our inventory for the GASB 34 requirement and will have in place the infrastructure inventory requirement for the next audit process. The department continues to streamline duties and responsibilities within the Accounting Department in order to function more efficiently. The department has begun to take steps to implement the new personnel system and notable progress should be realized by the end of this fiscal year. The department will continue to move forward with this into the future as we continue to implement and enhance the personnel system. The department is working on the elimination of vouchers for bills payable and this should hopefully reduce time spent by departments in preparing their bills payable. The department assisted with the funding plan of capital items and the long term plans of the Town. Once again, the department continues to streamline the budget process in order to assist with the preparation of the budget books and continues to work closely with the Town Administrator and Appropriations Committee in assisting them with the budgets and various financial concerns.

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## Ambulance

1. With the ALS committee, a Memorandum of Understanding was created between the Town, District 1 and District 2, to provide EMS services through the year 2010
  2. Cooperation between the Town's ambulance service and Mount Holyoke College for their annual Las Vegas Night continued and resulted in a very successful event
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## Board of Assessors

### Fiscal 2008 (to date)

Fiscal 2008 seemed like a year that revolved around software. On February 14, 2007 an upgrade was made to the Vision real estate and personal property software. The conversion was completed and a full day of on-sight training was included with the conversion cost. Not only was the software upgraded but the office went from a stand-alone (single terminal) computer to a five computer network. This included putting a "Taxpayer" terminal on the counter. This has been extremely helpful in the fact that customers can now simply print the information of choice and we no longer have to back out of what we are currently working on to provide this information. During the conversion process there were many discrepancies that needed to be rectified. This was a lengthy process as the issues needed to be determined, sometimes by going through data parcel by parcel, and then resolutions needed to be created and processed. These discrepancies were not finalized until mid-October.

The second software matter for the Assessor's office this year was the conversion to MUNIS 6.2. This was initially scheduled for February 2007. The new version was loaded onto desktops within the department at the end of January for testing. There were MAJOR hurdles for this department. The real estate and personal property data is taken from the Vision software and imported into MUNIS for tax billing purposes. This data would load but no value was associated with anything in Town. This software testing took seven (7) months. This much time was necessary to work with MUNIS on rectifying the many, many "glitches" that were embedded within the new software package. The Town went live with this system in October.

One of the goals of the Assessor's office this year was to research different software to bill boat excise. Currently the Assessor's office must manually enter approximately 550-600 bills into a general billing program within MUNIS. Just as the name says, the software is very general. This software was very cumbersome as all fees and interest had to be manually

entered on each bill by the Collector. The Assessor's office purchased the Boat Excise Program from MUNIS this winter. This software was loaded, testing was completed and training from MUNIS was received. The first commitment of boat excise is

going to be issued on February 1, 2008. This software is much more user friendly and easier to navigate versus the prior software.

Another goal of the department was to divide the Master Business Listing, which is an Access database, into two listings. This would separate the taxable business entities and the exempt business entities. However, when the new version of Vision software was installed, it was realized that this now provides for both active and inactive accounts to be entered into the system and labeled as such. All businesses were entered into this software and reports can be run individually for taxable/exempt or as a whole.

In August 2007, the Associate Assessor was appointed to the Technology Committee, Customer Service/Website Sub-committee, Munis Sub-committee and the Permitting/GIS Sub-Committee. These are all very significant topics for the Town as well as the Assessor's office and the Associate Assessor has participated with each of these committees. She will continue to do so as the Town moves forward with technology.

The Assessor's office also provided assistance to multiple departments on multiple projects throughout the year. These include but are not limited to:

- Elder Care Project on Canal Street
- E-business newsletter
- Toth property purchase
- Special Town Meeting packet materials
- 105 Willimansett Street valuation/RFP review
- Took pictures of initial construction of Ledges Clubhouse
- Provided real estate information relevant to grant applications for Ledges and Beachgrounds

The climax of the year for the Assessors office was in relation to an appeal at the Appellate Tax Board. A residential valuation was appealed to the court by a homeowner after receiving a denial by the Board of Assessors. The case was heard in November and the Assessor's received notification shortly thereafter that the Assessors valuation was upheld. This is the first residential case that the Associate Assessor has prevailed on.

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## **Building Commissioner**

Posted a reminder on the public television channel and in the local newspaper regarding the town's tag sale by-law and the requirements for obtaining a tag sale permit. This will be done yearly.

All requirement for maintaining my Building Commissioner's certification have been met.

The new building permit approval sign off sheet has now been implemented.

The new building permit fee schedule has been approved and in effect as of August 1, 2007.

## **Cable Studio**

### **Operations**

- Added "Firestore" remote hard-drive to video recording allowing more efficient editing routine.
- Continue to incorporate new programming into the Princeton Server Group's B1000- digital video server. A recent upgrade allows for more efficient workflow
- Incorporating new "video compression" routine to allow for more efficient uploading to digital video server's programming library
- Added over 50 new programs to digital video library.
- Upgraded Community Message Board software allowing for many new improvements.
- Added numerous local musicians/bands for community message board soundtrack.

### **Programming**

- Added several residents' production to Channel 15's programming library
- Improved the efficiency of website which helps to disseminate programming schedule as well as photos, videos and other helpful and fun information. The website currently has over 4000 visitors.
- Posted over 500 community events and message postings
- Ongoing solicitation of new programming produced by S. Hadley residents & school.

### **School**

- Served as "Connections" mentor for student interns.
- Documented numerous school plays, music concerts, art exhibits and events
- Facilitated ongoing High School Visual Media Classes & various student class projects
- Facilitated and served as Advisory for The Tiger Times- student news group - broadcast on closed circuit TV (Channel 87 in High School) and for broadcast on Channel 15, twice daily.
- Transferred numerous programs from VHS to DVD for school staff to aid in their curriculum

### **Town**

- Produced several (live and taped) special town meeting events
- Produced several Public Service Announcements for various town groups and agencies
- Produced/Edited several in-studio productions prompted by residents' programming requests

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## **Clerk/Treasurer**

1. Trained new Assistant in all aspects of Town Clerk duties and responsibilities. The Assistant is now capable of taking over in the absence of the Clerk-Treasurer.
2. Created new access program combining the rabies and dog licensing tables resulting in greater efficiency in the dog licensing process.
3. Outsourced the processing and mailing of the 2008 census forms.
4. Collected outstanding tax title accounts and filed 27 redemptions. Foreclosed on one parcel that is now available to be auctioned by the Town.
5. Collected \$154,227 in principal on tax title accounts and \$66,875 in interest. Principal was collected for District 1& 2 in the amount of \$16,187 and interest in the amount of \$6,266.
6. Completed update of MUNIS tax title program so that all accounts are current and accurate.

## Conservation Commission

- Completed wetland permitting for the new Riverside Park, to be constructed by HG&E in South Hadley Falls.
  - Completed initial Conservation Land Evaluation for all town-owned conservation lands.
  - Established enforcement procedures for the local wetlands protection bylaw.
  - Initiated investigation into methodology to be used and how to fund and permit restoration of the pond at Black Stevens Conservation Area.
  - Used our filing fee funds to delineate the wetlands on the Toth property, to facilitate the Town's decision-making process on purchasing the property for possible school expansion.
  - Instituted an "Open Forum" time the first 15 minutes of all regular Conservation Commission meetings, to allow the public an opportunity to come in and ask questions, discuss concerns.
  - Hosted two DEP workshops on wetland permitting issues.
  - Maintained regular monitoring for enforcement of environmental conditions at large construction projects such as Mountainbrook, Stonybrook Village, Mount Holyoke College Residence Hall, the ElderCare facility, DPW sewer improvement projects and the completion of the retention pond at Shadowbrook.
  - Administrator served on the following town committees: Intervener Status Committee, Development Team Review Committee, GIS Permitting Subcommittee, Website Development and Maintenance Committee, & Environmental Purchasing Committee.
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## Council on Aging

- ❖ In 2007 the Council on Aging began recognizing one of the United States at a luncheon each month. A Trivia contest testing the participants' knowledge of each state also became an educational event as individuals studied the state being celebrated.
- ❖ A new Companion/Escort grant was approved which will provide personal assistance for medical appointments for frail and income-eligible seniors. An escort will accompany the senior to the doctor's appointment and stay in the waiting room until it is time to leave. If the senior needs a prescription, the escort will drive them to the pharmacy. This has been an unmet need for some time, so everyone is very enthusiastic about the service.
- ❖ New tables and chairs for the card room were purchased through memorial donations.
- ❖ Almost 400 hats, mittens and scarves were distributed at Plains School. Twelve busy knitters created these articles, many of them homebound seniors.
- ❖ Approximately 100 senior households received a \$50 credit on their electric bills with funds from the "Lights On" gift account. Also, approximately 90 Christmas Baskets were distributed to residents of various ages needing some assistance.
- ❖ In March, a Balance Screening by staff of the Chicopee Visiting Nurses Association, proved to be a very successful event.
- ❖ The Senior Center hosted an AARP Safe Driving Class during the month of April.
- ❖ On May 30<sup>th</sup>, in honor of National Senior Health & Fitness Day, the COA offered many health screenings in addition to providing other health-related information.
- ❖ Also in the spring, in conjunction with South Hadley TRIAD (S.A.L.T. Council), David Sullivan, Registrar of Probate did an evening presentation on elder law topics pertinent to seniors.
- ❖ In July, the COA celebrated 20 years of the Nutrition Program.
- ❖ The South Hadley COA Veteran's Group, with Elinor White as the Moderator, did a presentation at the Massachusetts Council on Aging Annual Fall Conference in Sturbridge.

- ❖ Marilyn Ishler and Deborah Thumith coordinated a Soldiers Project where volunteers sewed head and neck coolers for military personnel stationed in Iraq. The project continues under the leadership of Theresa Roberts.
- ❖ During the month of September all of the Volunteer Job Descriptions were reviewed and updated. The Activity/Volunteer Coordinator met with each volunteer to discuss the duties of each position and allow time for questions or concerns.
- ❖ In October a new telephone system with voice mail was installed. It has been a big improvement in maintaining confidentiality.
- ❖ Activities increased with the formation of a Canasta group and a free Osteoporosis Exercise Class sponsored by the Retired Senior Volunteer Program. An Arthritis Association Exercise Training took place which will provide another exercise class in the spring.

The South Hadley Senior Center continues to be a hub of activity and a department which provides many essential services. However, the volume of services would not be possible without the thousands of hours donated by over 200 volunteers.

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## Historical Commission

In FY 08, the South Hadley Historical Commission (SHHC) received a \$9,000 Survey and Planning Grant from the Massachusetts Historical Commission (MHC), dependent upon a \$6,000 contribution from the Town, for a total of \$15,000. The Selectboard, for the Commission, contracted with the Pioneer Valley Planning Commission (PVPC) to provide the technical expertise for the work.

Bonnie Parsons, the PVPC's Preservation Planner (Bonnie Parsons) and Ms. Parsons has met several times with the full SHHC. The work is focusing on the inventory of approximately eighty historic properties in South Hadley on and near Woodbridge Street and in South Hadley Falls. The documentation of the historical significance of these properties will form the basis for the work of the new Historic District Study Committee, which I believe the Selectboard will appoint in January.

Because S. Hadley has approximately 600 properties that are older than approximately 100 years, the Commission has submitted a non-committal pre-application for a second Survey and Planning Grant, hoping to continue the work begun this year. If our pre-application is approved by MHC, the SHHC will again ask for the permission of the Selectboard to make a full application to MHC.

Besides the major work described above, the Commission submitted comments to the Planning Board concerning a development proposal and responded to inquiries from the Massachusetts Historical Commission, for instance for comments about the pending work on new lighting on and near the Route 202 rotary.

To increase its productivity and transparency, the Commission has put its documents on-line at <http://groups.google.com/group/SouthHadleyMAHistoricalCommission>, and we look forward to using the Town's new website to make its work more accessible to the public.

## Human Resources

- Attended seven Personnel Board meetings.
  - Attended four Personnel Review Board meetings.
  - Chaired the Staff Training Needs Subcommittee of the Technology Committee.
  - Worked with the DPW union in the development of a performance evaluation system.
  - Conducted training sessions for the DPW union to explain the process for both Supervisors and employees.
  - Worked with the DPW Superintendent in rewriting job descriptions for the Town Engineer and the Highway Superintendent.
  - Hosted informational sessions regarding the change to bi-weekly payroll.
  - Worked with various departments and elected boards in regards to personnel issues.
  - Worked with various department heads and elected boards in filling vacancies, this included recruitment, interviewing and reference checks. Since the start of FY08 the Town has filled seven positions.
  - Conducted the Performance Evaluation process with the Personnel Review Board and awarded merit increases in September.
  - Attended several hearings relative to the Union petition.
  - Coordinated the replacement of carpet in the Planning Board office and the School Department conference room and adjoining offices.
  - Successfully completed the Design & Construction Contracting certification seminar. This is the second seminar needed to be able to apply for Massachusetts Certified Public Purchasing Official (MCPPO) designation.
  - Applied for and received designation as an Associate Massachusetts Certified Public Purchasing Officer for Design & Construction Contracting.
  - Assumed the duties of the Town Administrator relative to the IOD claims after her departure.
  - Assumed supervision of the Custodial position after the Town Administrators departure.
  - Managed the administration of the two Urban Self Help grants that the Town received.
  - Worked with the Clubhouse Building Committee on the Clubhouse construction project.
  - Coordinated a College of Hope seminar for employees to learn about how to pay for college expenses.
  - Coordinated a training session from the Employers Assistance Program to educate employees on the services that are offered.
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## Information Technology

- Hired a Network Technician from a pool of approximately 30 applicants. Currently, I am working closely with him.
- Upgraded MUNIS to version 6.2. This was a significant implementation, taking 4 months.
- Installed MUNIS Boat Excise module.
- Upgraded PCs and processes at the DPW. Installed file server and created an automated backup process.
- Upgraded PCs at the Waste Water Treatment Plant and Council on Aging
- Completed requirements phase for the implementation of anticipated Wide Area Network
- Improved data security at Town Hall, installed new CISCO router.
- Installed new Windows 2003 Server at Town Hall
- Chaired the newly created Technology Committee. Chaired and participated in several subcommittees. Worked with Town staff, School department, and Districts. Created the *"Report of the Technology Study Committee"* and delivered it to the Selectboard.
- Performed daily Network Administration and maintenance.
- Provided training for Staff in Office Automation tools and MUNIS applications.
- Supported all Town departments in various Technology initiatives



## Ledges Golf Club

- In conjunction with the Recreation Dept. the junior golf program was expanded to include weekly lessons and camps
  - Planned, coordinated and staffed our first annual member guest tournament to attract new members
  - Worked daily with IGM superintendent Mike Fontaine to maintain superior course conditions and improve the overall playability
  - Scheduled cost effective advertising with Comcast Television to improve the golf course image and perception
  - Increased rounds played
  - Created, wrote and implemented an outside service manual for employees
  - Hired, trained and supervised a service oriented golf staff
  - Continue to advertised and promote driving range with free lesson days
  - Created and distributed a Ledges informational brochure
  - Increased golf shop sales
- 

## Library

### Library Statistics:

- 156, 148—Total number of materials checked out; an increase of 6% from the previous year
- 13,876—Materials requested & processed from other libraries for local residents\*
- 8,373—Registered library cards
- 2,909—Attendance at public programs
- 137—Adult, teen, and youth programs offered to the public
- 1.3%—Amount of FY08 town budget allocated to the South Hadley Public Library

\* The number of materials received from other libraries has increased 85% since FY05! The use of inter-library loan and system-wide holds greatly expands our residents' ability to quickly and easily obtain materials of interest from Western Massachusetts and beyond.

**The Summer Reading Program**, "Catch the Beat at Your Library", motivated well over 300 children and teens to get musical. Many fun filled programs were offered. Storyteller Mike Myers taught children how to make their own musical instruments. The Williston Summer Theater presented two traveling shows that showcased young actors from the Pioneer Valley. The Boston Museum of Science's "Fog, Flowers & Fireworks" taught attendees about science in a fun way culminating with an indoor fireworks display. The Springfield Symphony Orchestra's Musical Petting Zoo allowed children to try their hand playing many different musical instruments. Doug Fleury taught children and adults alike about Monarch butterflies at our now annual butterfly release. Weekly bingo returned for the eighth successful year. Pre-school children enjoyed Plains Elementary School principal Jill Flanders when she presented her Red Sox and Dr. Seuss story times. Bill Hoefler, owner of Interskate 91 in Hadley allowed the use of his skating rink for our final summer reading program gathering.

Additional public programs for adults included an American Sign Language class that was filled to capacity, a weekly needlework group, a monthly book discussion group, monthly personal finance workshops, American Red Cross blood drives, a summer International Film Series, and the sixth year of South Hadley Reads – our annual community-wide reading program.

Teens participated in the library's first PC Gaming Tournament that used historical role-playing games to link gaming content with historical and literary resources. Some teens realized they could study history books for a competitive edge in the game! A second tournament will be held in 2008 with the hope to make it at least an annual event.

New computer furniture resulted in a more ergonomic environment for the public to access our electronic resources. The furniture is also space efficient which allowed additional space for the photocopier, table seating, and displays. It also allows more room for patrons at the Circulation Desk.

The library looks for ways to supplement the municipal budget through competitive grant applications. In the past year, the library has received funding from the South Hadley Cultural Council for a Connecticut River program (attendance of 75+ people), the Massachusetts Library Aid Association for a day-long Staff Development program, the state Public Libraries Fund, and the Massachusetts Board of Library Commissioners for a Planning & Design project.

South Hadley was awarded a \$40,000 Planning & Design Grant through the Massachusetts Public Library Construction Program. The project will include a feasibility study to determine whether it is possible to enlarge the library at the present site and will examine alternate sites where a library might be located.

The library added a new online database, *Learning Express Library*, a comprehensive platform of practice tests and tutorial courses designed to help students and adult learners succeed on academic or licensing tests. The library also subscribes to two genealogy databases used by local researchers as well as several databases available through affiliated library organizations.

The library collaborated with other community organizations on several projects such as the Council on Aging's Christmas Basket collection, Bay Path College's collection for children in Iraq and the Philippines, and the Gaylord Library, COA, and Odyssey Book Shop for *South Hadley Reads*.

Facility improvements over the past year include new flooring in the former Gaylord Street entrance, installation of a commercial dehumidifier in the basement, replacing two steel doors that were original to 1974, and installation of additional book shelves in the large print and young adult book collections.

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## Planning Board

1. Obtained Economic Assistance Coordinating Council designation of the South Hadley Falls area as an Economic Opportunity Area (the second component of the Economic Target Area program) to promote revitalization of the South Hadley Falls area and attraction of new industry.
2. Initiated new comprehensive planning effort with re-drafting of RFP and soliciting proposals. Consultant began work in October 2007. The Planning Board solicited volunteers for, and appointed, a 15-member advisory committee in December 2007.
3. Updated Recreation and Open Space Plan and obtained State approval of the Updated Recreation and Open Space Plan. This approval will maintain the Town's eligibility for State recreation grants for the next five years and was integral to the Town being approved for the Urban Self-Help grant funds.
4. Prepared and submitted new application for scoring on the Commonwealth Capital Program. This approval will maintain the Town's eligibility for State recreation grants for the next five years and was integral to the Town being approved for the Urban Self-Help grant funds.
5. Assisted other departments, consultant, and Town Administrator in successfully applying for Urban Self-Help Grants for the Beachgrounds Park redevelopment and the Ledges clubhouse.

6. Prepared and submitted application for a Downtown Technical Assistance grant to assess the parking issues in the South Hadley Falls area as related to the potential redevelopment of the Texon building and the new park developments being planned.
  7. Worked with Town Administrator and other departments regarding the potential redevelopment of the Texon building and development of the Riverside Park.
  8. Actively participated in the Technology Committee efforts.
  9. Continued intensified monitoring of land developments to ensure compliance with conditions of Planning Board approval, with special emphasis on drainage and landscaped buffering issues.
  10. Reviewed and approved several new commercial/industrial development/expansion projects and subdivision and condominium developments.
  11. Coordinated the Town's Development Review Team's monthly meetings.
  12. Expanded use of the Town's website to disseminate information about public hearings and pending project reviews.
  13. Continued corrections and updating of the ArcGIS database which was converted from Atlas GIS in FY 2003 utilizing services of Mount Holyoke College faculty.
  14. Began working with the Stormwater Management Bylaw Committee to meet the requirements for Federal compliance as to stormwater management.
  15. Continued mapping and analysis of subdivision and housing developments over the past 15 years.
  16. Updated and corrected GIS database regarding parcel divisions, open space, and zoning.
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## Police

1. Once again this year, officers participated in active shooter/school intruder training conducted by the Massachusetts State Police Tactical Operations Unit. Trainings at the Michael E Smith Middle School and the Mount Holyoke College campus simulated various scenarios officers might encounter when responding to a hostage or armed intruder situation.
2. An \$18,024.00 Community Policing grant provided funding for the various community service related programs officers coordinate; Child Passenger Safety seat checkpoints and installations, numerous TRIAD programs, bicycle patrols, off road conservation and woodland patrols, and the Citizens Police Academy. This year's grant will also fund the upgrade of our aging phone system. An automated system will offer residents direct messaging to officers and quick access to frequently requested information.
3. A \$500.00 Governor's Highway Safety Bureau Bicycle Helmet Award provided officers with helmets for distribution while enforcing helmet laws.
4. A remote video surveillance system and a monocular night vision security kit valued at \$13,832.00 were awarded to the Department from the U.S. Department of Home Security through the Commercial Equipment Direct Assistance Program.
5. The Department's 911 Public Safety Answering Point (PSAP) received a \$300,000.00 State funded upgrade. New equipment and enhanced technology allows for GPS tracking and recording of all emergency calls.
6. Traffic enforcement grants totaling \$7,500.00 from the Governor's Highway Safety Bureau funded traffic enforcement and O.U.I. detection patrols.
7. The Pacific Institute for Research and Evaluation (PIRE) working under the National Highway Traffic Safety Administration (NHTSA) chose South Hadley as its fourth national roadside survey location to conduct random surveys of motor vehicle operator's alcohol and drug impairment.
8. The creation of the "Police Log" and weekly meetings with the editors of the Town Reminder has enabled the Department to publicize police activities and community initiatives.

## Public Works

- Near completion of the \$1.4 million CSO Flow Diversion Project which resulted in the sealing of the last two combined sewer overflows in South Hadley. The remaining work consists of the resurfacing of Laurie Avenue, Abbey Street, and the disturbed areas at Bardwell Street, Gaylord Street, and Prospect Street. These roads will be paved in the spring of 2008.
  - Near completion of the \$4.2 million Wastewater Treatment Plant and Pump Stations Improvements Project. Completion is scheduled for March of 2008.
  - Near completion of the Town Common Area Project. The remaining work includes handrail installations and minor paving. This work will be done in the spring of 2008.
  - Resurfacing of Ranger Street, Landers Street, Wilson Street, Hunter Terrace, Lynch Place, and a portion of Lathrop Street.
  - Resurfacing of Church Street and a portion of Park Street. Improvements on these streets also included new berm, sidewalks, and additional parking at Church Street.
  - Completion of 2,700 feet of drainage system and culvert improvements on Lathrop Street, Highland Avenue, Park Street, Alvord Street, Roundalay Road, College View Street and Woodbridge Street.
  - Town acceptance of Briar Spring Lane, Misty Court, Tigger Lane, White Brook Lane, and Eagle Drive.
  - Approval of the Cell 2B Landfill Expansion. This expansion is a relatively small expansion within the footprint of the existing landfill.
  - Settlement of the Fifth Amendment with Interstate Waste Services, the company that operates the Town-owned landfill. Terms of the amendment include assurance that Interstate Waste Services will dispose of the Town's waste until the later of the landfill being filled or December 31, 2010 and that the Town will receive an additional 1000 free tons of waste disposal per year.
  - Expansion of Sewer Maintenance Crew Root Cutting and Root Control Programs.
  - Continuation of the Adopt-an-Island program.
  - Continuation of the Santa's Land holiday program at Buttery Brook Park during December 2007 through funds raised by special events and donations. Once again, the Friends of Buttery Brook Park did a great job organizing this event.
  - Improved Compost Area and Recycling Center Operations.
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## Recreation Commission

The Recreation Department is extremely proud of its accomplishments during 2007. Two major highlights were receiving an Urban Self-Help Grant to renovate the Beachgrounds Park for \$500,000 and creating a system to implement online activity registrations in future years. This system was launched on January 2, 2008. The Department continued with our vast program offerings where a record number of people participated in many of our programs. We were also able to add a few new programs such as various dance classes and cardio kickboxing and the Department has continued to work hard on improving our athletic facilities in town with the DPW/Parks Dept.

The Recreation Department offered the following programs in 2007:

**Youth Sports**

- Lacrosse
- Baseball
- Softball
- Tee-ball
- Football
- Field Hockey
- Soccer
- Cheerleading
- Team Tennis
- Basketball
- Wrestling

**Adult Activities**

- Men's Softball (women's offered with no response)
- Men's Basketball League (winter and spring)
- Over 30 basketball
- Volleyball
- Body Sculpt
- Yoga
- Aquacise
- Dance Classes for adults
- Cardio-Kickboxing

**Special Events**

- James Taylor @ Tanglewood
- Two New York City Shopping Trips
- Celtics Trip
- Three trips to Fenway Park to see the Red Sox.
- Yankees Bus Trip
- Easter Egg Hunt and Hat Parade
- Fantasy Baseball Trip to Cleveland to see the Red Sox
- Fourth of July Fireworks Celebration

The Recreation Department applied for and was granted a \$500,000 Urban Self-Help Grant to renovate the Beachgrounds Park. The park is in desperate need of a facelift and this project will make the park safe, modern and a desirable destination for people in the community. The total project cost is \$735,316 and will feature a new water park, playground equipment, river view picnic area, renovation and/or construction of new comfort shelter/storage facility, field lights, irrigation, basketball court, etc... Construction for this project will begin in July 2008, for a grand opening by July 1, 2009. The Summer Baseball Committee also continued improvements to the facility by building dugouts on the large baseball field.

Starting January 2, 2008, the Recreation Department is going to begin offering online registrations for its activities. Through Active Network, people will have the opportunity to visit a site detailing the Department's activities and they will be able to register from the comfort of their own home. This process will also help the Department with its marketing efforts and will provide more accurate information about its participants.

The Recreation Department continued to work on the quality of its programs by offering improved facilities and fields, improved/added equipment and uniforms and better training for its coaches and league employees. The Parks Department under the supervision of Bill Simard has worked closely with the Recreation Department to improve the playing field conditions at all of our town and school facilities. The two Departments consult regularly regarding scheduling, maintenance and needs of each facility. This will continue to be an area of focus in the future and each year will bring additional improvements. The Town Farm Athletic fields are in great shape and the High School Varsity and JV soccer and girl's lacrosse teams now call that facility home.

The Department found an extremely high participation in its youth lacrosse, baseball, football, cheerleading, soccer and K-2 basketball programs this year. Other activities maintained similar levels of participants. It is the Department's goal to keep each program at a high level while keeping them affordable to every member of the community. Increasing sponsorships of some activities has allowed us to accomplish those goals.

The Fourth of July Fireworks Celebration was a tremendous success once again this year. The weather was fantastic and a great time was had by all. This event is funded by the generous donations of PeoplesBank and all of the other sponsors that are with us every year. The Recreation Department was also able to provide bounce houses for the children free of charge.

The Department looks forward to 2008 with great enthusiasm and we hope to continue to offer the community programs that are fun, beneficial, affordable and enjoyable.

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## **Tax Collector**

### **Awarded Certification as a Massachusetts Municipal Collector**

Having met the testing requirements promulgated by the Mass Collectors and Treasurers Association as to experience and schooling, including successful completion of four-day courses at the Association's Annual School at the University of Massachusetts, Amherst, during the past three years, I was awarded the designation of Certified Massachusetts Municipal Collector. Courses included such subjects as the law and procedures on collection of property taxes, real and personal; collection of motor vehicle excises; the law and procedures on the pursuit of delinquent taxes; municipal finance law, cash management, municipal accounting and several other courses designed to increase the expertise of a collector. Certification is subject to renewal every five years and is dependent on successful participation in the continuing education program conducted by the Collector and Treasurers Association.

### **Direct Debit Plan**

The Direct Debit Plan option is now available to residents who wish to have any taxes or fees payable to the Town through the Collector's office automatically withdrawn from their checking or savings account. To participate, residents only need to sign an authorization form indicating which bills they would like to pay automatically and the funds are withdrawn on the due date. It is a dependable, convenient and easy payment option for residents.

### **Maintenance of Prior Year Bill Files**

With the exception of unknown owner parcels and a parcel covered under bankruptcy law, all balances that remained outstanding on real estate commitments for the fiscal years of 1999-2004 have been collected, taken into tax title, or abated through approval of the Assessor's Office and the Department of Revenue. The duty of the Collector is to bring commitments to a zero balance and cleaning up prior year files has been an on-going goal since I obtained this position.

### **Conversion of All Banking Functions to On-Line**

All banking functions conducted by the Collector's Office, including turnover of funds to the Town and District Treasurer's, are now being done through on-line bank programs and ACH wire transfers.

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## **Zoning/Appeals Board**

- Heard an appeal of the Building Commissioner's determination regarding a complaint of alleged violation of the Zoning Bylaw.
- Continued working on new Rules, Procedures, and Application Forms for processing applications for Chapter 40B Comprehensive Permits.
- Attended training regarding variances and procedures.

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## **Section III**

**Fiscal Year 2008 Special Town Meeting Tentative Warrant Articles**

**Fiscal Year 2009 Annual Town Meeting Tentative Warrant Articles**

## Special Town Meeting Tentative Warrant Articles – FY 2008

- To see if the Town will vote to appropriate from available funds **an amount to be determined** for the purpose of paying increased costs for FY 2008 Town Counsel expenses.
- To see if the Town will vote to appropriate from available funds \$1,044 for the purpose of paying increased costs for FY 2008 Human Resources personnel services.
- To see if the Town will vote to appropriate from available funds \$6,475 for the purpose of paying increased costs for FY 2008 Clerk/Treasurer expenses
- To see if the Town will vote to appropriate from available funds \$7,167 for the purpose of paying increased costs for FY 2008 short-term interest
- To see if the Town will vote to appropriate from available funds \$168,000 for the purpose of paying increased costs for FY 2008 Snow and Ice expenses.
- To see if the Town will vote to appropriate from available funds \$35,000 for the purpose of paying increased costs for FY 2008 Vehicle Maintenance expenses
- To see if the Town will vote to appropriate from available funds \$8,000 FY 2008 design costs for the Mosier School roof.
- To see if the Town will vote to appropriate from available funds \$1,190 for the purpose of paying increased costs for FY 2008 Elections.
- To see if the Town will vote to transfer from P/S to O/E \$8,800 for the purpose of purchasing additional pro shop inventory.

## Annual Town Meeting Tentative Warrant Articles – FY 2009

- To authorize the Treasurer, with approval of the Selectmen to borrow funds in anticipation of revenue
- To authorize the Treasurer to enter into compensating balancing agreements
- To authorize the Selectmen to defend all suits brought against the Town
- To authorize the Selectmen to apply for and accept federal or state grants that may be available
- To accept funds for highway improvements under the authority of Massachusetts General Laws, Chapter 90.
- To appropriate funds for the Reserve Fund (\$45,000)
- To fix the salary and compensation of elective officers of the Town: Moderator, Selectmen, Clerk/Treasurer, Assessors, and Collector
- To appropriate funds for the support and maintenance of Schools for FY 2009 (\$18,745,296)
- To fund wage and classification plan for non-unit employees (\$95,315)
- To appropriate funds for the funding of salaries and expenses of General Government for FY 2009 (\$1,585,481)
- To appropriate funds for the Protection of Personal and Property for FY 2009 (\$2,563,017)
- To appropriate funds for the purpose of funding the Waste Water Treatment Plant and Collection System Enterprise Fund, the Landfill Enterprise Fund and the Ambulance Fund to the General Fund
- To appropriate funds for the purpose of funding the Department of Public Works for FY 2009 (\$3,391,542)
- To appropriate funds for the purpose for providing for the removal of snow and ice from town street, sidewalks and public ways (\$100,002)
- To approve funds funding the Council on Aging for FY 2009 (\$289,470)
- To approve funds for the purpose of funding Veterans and Soldiers Benefits for FY 2009 (\$100,000)
- To appropriate and/or transfer funds for maintenance and support of the Library for FY 2009 (\$520,113)
- To appropriate and/or transfer funds for maintenance and support of the Gaylord Library for FY 2009 (\$13,500)
- To appropriate funds for the annual audit of the Town's accounts (\$26,500)
- To appropriate funds for the revaluation of real property (\$20,000)
- To appropriate funds for the operation of the Cable Studio for FY 2009 (\$68,360)
- To appropriate funds for the Town's Unclassified Accounts for FY 2009 (health insurance, pension, FICA, Medicare) (\$6,167,374)
- To appropriate funds for the purpose of funding the Worker's Compensation Self-Insured Fund (\$65,000)
- To appropriate funds for funding Health and Sanitation Expenses for FY 2009 (\$115,700)
- To appropriate funds for the purpose of funding Maturing Debt and interest payments for FY 2009 (\$4,011,825)
- To appropriate funds for the Connecticut River Channel Marking and Safety Committee for FY 2009 (\$5,500)

- To appropriate funds for the operation of the Town Ambulance for FY 2009 (\$228,850)
- To appropriate funds from the Golf Enterprise Funds for FY 2009 (\$876,650)
- To appropriate funds for the purpose of funding the Canal Park Committee (\$1,000)
- To appropriate funds for operating expenses of the Charter Commission (\$5,000)
- To appropriate funds to the Conservation Land Acquisition Account for FY 2009 (\$5,000)
  
- CAPITAL: To appropriate funds for a Comprehensive Master Plan for the Town (\$40,000)
- CAPITAL: ...for the Ledges water loop (\$25,000)
- CAPITAL: ...for the Infiltration and Inflow Mitigation Project (\$300,000)
- CAPITAL: ...for the Middle School pool cover (\$50,000)
- CAPITAL: ...for the Mosier School Roof (\$175,000)
- CAPITAL: ...for the Library HVAC unit (\$74,000)
- CAPITAL: ...for the Queensville Dam repair (\$60,000)
- CAPITAL: ...for a Parks Department 4x4 pickup truck with plow (\$60,000)
- CAPITAL: ...for a Parks Department field groomer (\$16,000)
- CAPITAL: ...for High School concrete stairs and walk (\$35,000)
- CAPITAL: ...for a Middle School computer lab air conditioner (\$20,000)
- CAPITAL: ...for Mosier School portable classroom improvements (\$25,000)
- CAPITAL: ...for tennis courts (\$150,000)
- CAPITAL: ...for a new GIS base map (\$60,000)
- CAPITAL: ...for a WWTP 4x4 pickup truck with plow and lift gate (\$50,000)
- CAPITAL: ...for a Highway Department 4x4 pickup truck with plow (\$40,000)
- CAPITAL: ...for Senior Center window replacement (\$10,800)
- CAPITAL: ...for an engineering study of the Senior Center (\$10,000)
- CAPITAL: ...for Mosier School gym lights and ceiling paint (\$40,000)
- CAPITAL: ...for upgrading the Police Department dispatch console (\$116,174)
- Annual Reauthorization of Revolving Fund – BATTERY BROOK PARK
- General By-Law Amendment - Golf Commission associate voting members
- General By-Law Amendment – Stormwater Management Bylaw
- Moratorium on Zoning Map amendments, Subdivisions, and Special Permit Uses for 18 months
- To approve a Special Tax Agreement and recapture contract with Intellicoat